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HUMAN RELATIONS

1. Do unto others as you would have them do unto you.
2. Set an example by having the right attitude yourself.
3. Show a personal interest in each of your employees, hobbies, families etc.
4. Give credit where credit is due.
5. Be a leader not a boss.
6. Help guide your employees, plan for the future.
7. Always remember individual consideration & particular employee problems.
8. Instill confidence in our people, by making them feel we had confidence in them.
9. Always let your employees know where they stand.
10. Keep your employees well informed of any change that affect them.
11. Show no favoritism.
12. Put yourself on the same level with the operator, you a human being.
13. Tell the truth at all times.
14. Don't give the back.
15. Don't be hasty, don't jump at conclusion.
16. Don't be afraid to explain a "Fair Days work for a Fair Days pay."

OCTOBER 1946

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10/13/46 SUNDAY:

It cleared off in the night & got cooler - a beautiful cool, bright fall day. Got up about 8:30 - the scenery around the Davis' Cottage was really beautiful - I wish I had some color film in my Leica. After breakfast I took some pictures of the cottage - also of Dave, Davis & Mary. Dave & I walked down to the spring & I took a picture of Dave using his invention to fill the gallon jugs at the spring - quite a gadget. Dave & I also took a walk down thru the glen back of the cottage. It sure was a beautiful setting. About 11:00 we all went for a ride over some of the back roads - I drove the truck & surprisingly enough the valves worked perfectly - didn't stick once. The scenery was absolutely beautiful - we all enjoyed the ride. Got back about 12:00 - while Mary & Davis got dinner - Dave & I talked over some of our training activities - told him about our new Managers Training Program & also the Manager Guide I am working on. Davis had a swell steak dinner for us - & that was really a treat in the current meat shortage. She said she had to stand in line at a

Ref to
Welsh

**The Idaho State
Junior Chamber of Commerce**

Looks Ahead in the Field of

LEADERSHIP TRAINING



A Project Originated by the
Twin Falls, Idaho, Junior Chamber of Commerce

Dear Lynn:—

I am happy to announce that in
the recent survey of our salary rates you were
reviewed with the rest & it was decided to
increase your salary to \$80.00. This action
was taken several weeks ago & is made
retroactive to Nov. 9th. I should like to have
advised you of this before you left for ~~the~~ ^{Europe}
but I did not receive the final confirmation until
too late.

A check for 15.16 ^{representing} for the difference between
what you received & what you should have
received since Nov. 9th. is enclosed. This may
come as some what of a surprise but trust
will I am sure prove that we are looking forward
to your return and to our debt. & to
your work in our Gen. Edu. Program.

Sincerely,
Frank.

Mrs. Lynn Seeley:—

CORONADO HOTEL Room 321

OCEAN FRONT 287th. St.

MIAMI BEACH
FLORIDA

PREFACE

The following letter and radio scrip is a replica of the exact program originated by the Twin Falls Junior Chamber of Commerce in the Field of Leadership Training. We feel that training for leadership should not necessarily start after a person becomes an official member of the Junior Chamber of Commerce. Rather it should be started with the teen age groups. This integration program will definitely help the organization in that civic leadership and training will not have to be entirely new to young men as they become members of the Junior Chamber of Commerce. The enclosed letter was addressed to all the civic groups in the city and the project was immediately accepted. The radio scrip was given on a fifteen minute program, donated by the local Radio Station. Many comments have come back to the organization about this program. At a meeting of the State Board of Directors held in Caldwell, Idaho on October the 8th the plan was adopted as a State wide project. All affiliates are now actively participating. Many revisions and additions will probably be made, but it is our desire and hope that you will all see it in the light of making our Country and Community a better place in which to live.

Signed

JOHN D. FLATT, *Chairman*
Leadership Training Committee
Twin Falls Junior C. of C.

TWIN FALLS JUNIOR CHAMBER OF COMMERCE

August 11, 1944

Dear Sirs:

It is felt by many of the leading educators throughout the United States that one of the major problems in the field of secondary education after the war will be that of school and community integration. In other words, special effort must be made in the years to come to more closely correlate the activities of senior high school students, especially boys, with civic activities of which the boys must eventually become a part. The civic leaders are not sufficiently acquainted with the boys who are to graduate; neither are the boys acquainted with the nature and purpose of civic clubs. Why should our senior boys be strangers to our senior men?

In an effort to bridge this gap we would like to suggest that the following Twin Falls clubs; namely, the Senior Chamber of Commerce, Toastmasters, the City Council, the Lions Club, the Rotary Club, and the Kiwanis Club, along with the Junior Chamber of Commerce, each accept the responsibility of sponsoring the equivalent of fifteen to twenty of the senior high school boys this year to the extent that the boys, in groups of three and four, attend at least ten civic meetings. If every boy could sit with each of these organizations for two meetings sometime during the course of the year, a great deal of good would come to that boy. He would get acquainted with the leading citizens of the community. He would appreciate what community spirit is, what it takes to organize and operate a community; furthermore, when he graduates he is more thoroughly conditioned to take his place as a senior citizen. He would not need to lose from five to ten years before he is conscious of his responsibility as an active citizen.

It is impossible to enumerate the advantages that such a program would have so far as our boys are concerned. In addition, the men who constitute these civic clubs will also gain a great deal from the boys. A community is no better than its youth, nor is it any better than the attitude of its senior citizens. If we can carry on a program whereby our senior boys can be shuffled through the civic clubs, we feel that a great deal of practical education will take place and a great amount of understanding between boys and men will also be experienced.

The mechanics of such a program could operate about as follows: The Boys' Club of the high school will work out a system of rotation whereby each senior boy will have the opportunity of visiting each of the five separate clubs at least twice during the year. He would thereby get acquainted with the different men in the different clubs and also become acquainted with the functions and purposes of the separate organizations. If there were a hundred boys such a rotation would make it necessary for the boys to visit in groups of three most of the time. The visitations should be scheduled throughout the year so that each boy would anticipate meetings all during the school term. This program implies that the boys be sponsored financially for their meals. All service clubs have their boy and girl committees. This is a real opportunity to help those committees do a worthwhile project. After each student returns from a visit he will be asked to write his opinion of the meeting attended on a card. From time to time these opinions or evaluations will be compiled for the benefit of the Clubs.

The idea is not altogether a new one. There are a few cases where it has been practiced in small communities. However, we know of no place in the United States where it has been practiced in a community of this size with the same number of boys. It is conceivable, then, that we can initiate an integration program that may have far reaching effects.

If your organization sees fit to enter into this program, the high school office will arrange a schedule for the boys and see that they are equitably rotated.

Yours truly,

JOHN FLATT, *Chairman*
JUNIOR CHAMBER OF COMMERCE
Leadership Training Committee

(Form letter sent to participating organizations)

JUNIOR CHAMBER OF COMMERCE LEADERSHIP TRAINING PROGRAM

*By JOHN D. FLATT**

The world needs leadership. Nations want leaders. Our country to assure its perpetuation, must have leaders. We must not start leadership training tomorrow, next month, or next year; we must start it today. The leaders we have tomorrow will be those we train today. If we want a civilization that will endure, one that will be rich religiously, educationally, economically, socially, and politically, we must begin now. We must shape that civilization by moulding out of our present generation of young people a sturdy, well-disciplined, well-educated mass of leaders who will be capable of directing the destiny of our country.

In the past year, as peoples of a free democracy, we have taken too much for granted. We have felt that leadership was automatic. People may automatically become leaders, but such automaticity does not always produce the best type of leaders. Al Capone was a leader, but charity was not his mission in life. Hitler is a leader, but his type preys upon the spilled blood of manhood, on mothers tears. He took his young people and trained them for war and death. We must take our young people and train them for peace and life. What we want tomorrow, are leaders who will be imbued with the "American way of life"; love, tolerance, and mercy; with vision, hope, and charity; with justice, perseverance, and courage. Yes, we want more than these, we want Washingtons, Lincolns and Grants.

Where can we get such leaders? By training men today—young men. We don't want men who stumble forward into leadership. They may be too warped. We want men who train forward into it; not men driven by a loud noise, but men driven forward by the desire to serve a great country. Remember, a whistle becomes silent as it's steam evaporates into nothingness. But the steam that is directed exerts power and does work. We want men who are purposeful, dynamic, and sincere. We can get them by leadership training today. Let's not leave our shapers of destiny to chance. Let's take a chance and shape our leaders today.

How can we train today's young men? There is no absolute way. No single agency, of the many institutions that constitute our complex society, is sufficiently impressive to completely train an adolescent or a child. It takes many agencies to mold a personality. Religion alone is not ample. Education alone might only unfold a fool. Industry by itself might only produce money grabbers. But if we have many constructive institutions, many positive influences, many worthwhile organizations, it is possible to bring to bear upon the young mind enough of that which is constructive and good to foreshadow the evil and destructive forces that are present in any society. Crime culture develops crime. In contrast, culture for "the good life" inspires a life of good culture.

In Twin Falls we have many constructive institutions and agencies. We have good churches, good schools, good civic organizations, good homes, and many high type people. Of course, we have our share of evil forces. It is our job to make our worthwhile agencies so pleasant that the less desirable places have little attraction. Few young people desire an unwholesome atmosphere. However, if adults fail to set up constructive surroundings and training facilities for young folks, they may automatically be forced into improper associations. Wherever a child goes, or whatever it does, it is getting training for something. That something cannot be neutral; it must be either for the good or for the bad. * Let's combine our forces together for the good.

* (Radio script used on 15 minute program over KTFI)

The Junior Chamber of Commerce is the over-all sponsoring agency for a type of leadership training in our community that is unique. It has accepted the challenge of initiating this program in Twin Falls, as a proving ground, and of extending it throughout the state and possibly the nation. In brief the project is as follows: In our city we have several active organizations, the Junior Chamber of Commerce, the Chamber of Commerce, the Kiwanis, the Rotary, Toastmasters, the Lions, and the City Council. In high school we have nearly a hundred senior boys. These boys are to attend the weekly and monthly meetings of these organizations and learn and observe what it takes to make a community function. It is planned that each boy will be able to visit each of the groups at least twice during the school term, ten visits or more in all. Each day, after returning from a visitation the boys will write a record of their impressions, if any, and insofar as possible evaluate the club meetings attended. At intervals these evaluations will be examined by organization officials. The Boys' club of the high school arranges the rotation and is compiling records of the visitations. Our motto in high school this year is "Democracy and Leadership for a Better World." How well it fits into this community project.

Such a rotation of our junior citizens through the clubs of our senior citizens will do many constructive things. The mention a few: the older men will get acquainted with the younger men and vice versa. The young men will be conditioned to take their places as active citizens upon graduation from high school. In accordance with opinions of educators throughout the nation, a great deal of school and community integration will take place. There should be no gap between our junior and senior citizens. Therefore, the rotation, as described, will bridge the gap between school and community, not altogether, but it will be a big step. What would you have given to make such visits, each at least twice, when you were a young man? Just now our young men are wondering what the world is about. Their objectives have been side-tracked, their hopes shattered by a war which they did not start. However, those same boys will be the ones to direct our activities tomorrow. Though they have been disturbed they are not shaken. They are still most worthy and capable. It is not too late to begin a training program that will properly unfold the ability that is latent in these young men. This generation has a job to do today; that of fighting this war, and they are doing it. It also knows that it has a job to do in the future—that of conducting the peace, and we are confident that they will do it. But we must not let them drift. They don't want to drift. They want to learn what to do to conduct a community, a state and a nation. They want training for the responsibility that lies ahead.

Just what constitutes leadership? All people think, but they may not think of much that is constructive. We always have the cold water throwers, those who do not have faith, vision, or the courage to tackle problems. They are the folks who always see the bad side of everything—negative personalities, they are sometimes called. But people of that type play but a small part in the upward surge of mankind. They annoy rather than employ the better faculties of human intelligence. However, such people are eventually by-passed, and in their places we observe men of strength carrying on the work of the nation.—By leadership training we mean to develop men with positive, constructive, worthwhile ideas. Men who will tackle problems, and not run from them. Men who are skilled at manipulating changes for the betterment of mankind. Young men, if you please, who will take part in civic organizations, conduct meetings, do extra jobs, be alert to opportunities to make homes better, communities more wholesome, and governments more scientific. They will erase the insincere, the doubters, the parasites, and the dishonest. They will strive to purify our system of politics, to raise our educational standards, and to foster the Christian way of life. They will see that democracy is possible for those who strive to be democratic. They will build for all a society that makes possible not just existence, but real living. Jobs for those who have the will to work; education for the masses; recreation for the weary; music, art, and drama for the appreciative. They will see to it that there is tolerance and understanding, and they will be fearless with the unjust. These young men are not afraid. They know they have work to do and they want enough

basic, well-directed training to take hold. In Twin Falls the organizations are opening the doors of opportunity to such boys. The boys will not let them down.

Where will leadership manifest itself? The answer is simple—wherever there are people and activities. If a man were forever alone on a mountain, there would not be much need for leadership. But, people do not live alone. They rub elbows constantly. Our civilization is made up of one group of people after another. One social circle is imposed upon another until society becomes a mountain of social, political, economic, educational and religious circles. It is in all these circles that we want strong leaders. We want our young men to be leaders in their homes. We want them to elevate society, to be active politically, and to give us a balanced economy. They must help us determine our educational patterns, and to act and live like Christians. When that day arrives our local, state, and national structures will be sound and strong because every unit and segment is sound and strong. We will not fear tomorrow, rather we will anticipate each new day as another building stone of wonderment in this way of life.

to take about almost 2 hours to get the steaks. Mary & I left the home about 3:00 - we stopped & got a large newspaper along the road. From Poughkeepsie we took route 44 & 55 over the mountain to Ellenville - stopped in Clintondale at the Hotel - Jerry was home but Liz had gone away for the weekend so we missed seeing her & the new baby boy. Jerry told us there were plenty of apples this year - I was surprised to learn that they were calling this State Division Apple but are keeping them in cold storage to sell later at higher price if come. It was a beautiful ride over the mountain - but the valves stuck some in the car & that bothered me some. Stopped for gas & had some upper-lube oil put in the gas tanks - that seemed to work on - it completely corrected the sticky valve. Mary drove from Monticello to Standcock. - We stopped in Standcock & got a bite to eat about 7:00. Got home about 8:45 - drove on down to Sutton at Endwell for the Sunday paper before going home. Mother had Bill & Mary down to bed so I didn't get to see them. I unpacked the car - took the ashes out & then packed my big bag to leave for

Chicago. Mary drove me over to Brugman about 10:15 - Mother rode over with us. My train didn't leave until 12:30 - but Mary wanted to get back to go to bed. I walked over to the Arlington Hotel & sat in the lobby - wrote up some of these notes. Earl Dooley came along & talked for awhile - we were leaving to go down to N.Y.C. - Got on the train when it came in about 12:20 - I was afraid I couldn't sleep so I sat up in my lower berth & read for about a half hour in my Readers Digest. To bed 1:15.

10/14/46 MONDAY:

Partly cloudy & warm to-day. Foster called me at 7:30 - got off the car at 8:00 & had breakfast in the Lackawanna R.R. Station at Buffalo - then took a taxi over to the American Airlines Office in the Statler Hotel. The office didn't open until 8:30 so I waited awhile in the Hotel Lobby - Went to the office about 8:40 & turned in my ticket request which I had gotten from the IBM Traffic Dept. for my ticket on Flight 217 for Chicago. Had to wait until 9:09 for the limousine to leave for the airport. I was the only passenger

so I rode up front with the driver. The plane was in from N.Y.C. when I reached the airport. Flight 217 left on time 9:49 for Chicago. It was a bit hazy so the view from the air was not so good. The plane was a DC3 & I was surprised to note that there were 4 vacant seats. I did some reading in my Leader Digest. Landed in Detroit Air port at 11:35 - I got off the plane for some air - it got a bit stuffy on the plane. Walked in the terminal for a look. Left Detroit at 11:45 and a short way out of Detroit the stewardess started serving us our lunch. It was my second meal in the air & it was a really nice meal - veal steak - however the air was a bit rough & we bounced around quite a bit. It sure is a new sensation to try to sit down your cup of coffee & at the same time your whole tray & you start dropping - actually your coffee starts going up. I got thru my lunch ok & strangely enough didn't feel badly either. However by the time we started to land in South Bend I felt a bit woozy. Landed there about 12:54 which was 11:54 C.S.T. as we had changed to the Central Time

Zone 8 had picked up an hour. Only a few minute stop - left at 12:05 P.M. I turned the air jet on strong & felt fairly good all the way on into Chicago. In the flight from South Bend to Chicago we flew across the lower end of Lake Michigan - It was a pretty sight to see the skyline of Chicago - boom into view thru the haze ahead. I thought I could smell some of the smoke & odors of Chicago in the air thru the jet even before it came in view. Landed at Chicago airport a bit ahead of schedule about 12:35 - due in at 12:39. Took one of the Limousines into town & got off at the Stevens Hotel - walked around the corner to the Harrison Hotel - couldn't get a room right away so I checked my bag. Called Personnel Mgr. of our Chicago Office & he advised me to call our Salesman Jack Mellish at Western Electric Plant which I did & learned he had made arrangements for me to view their training program on Wednesday. Also called Ray Johnson at the Hawes for him to wait in. Did some shopping on my way over to the Hawes Office - stopped at the Nat. Stage Mgr in the Palmer Stone

Also stopped in a stationary store & bought this note book. Got over to cltr. Hawester about 3:30 - had a nice chat with Fay - he introduced me to his son Mr. Seippelt. I extended both Fay & Mr. Seippelt an invitation to visit our school at Endicott & was glad to learn that they had been planning to come out to see our set-up. I was sorry I missed seeing Gordon Packard who is now with cltr. Hawester - he had gone home at noon with a bad cold. Incidentally I inquired of Pennel this afternoon to Charlie - he & learned he had gone home today with a cold too. Fay took me about 12 blocks out to the building which cltr. Hawester had recently acquired to set-up a sales & field manager training program. I quite enjoyed seeing the whole set up - they have more space than we do & it looks like they are doing a good job. Fay & I got a taxi back down town about 5:00 & Fay got a train home - the taxi driver took me on over to my hotel - Boy what a taxi ride - we got into the terrible traffic jam at the peak of the rush hour - & this western cow-boy one stood me some fancy driving in heavy traffic. Got back to my room about 5:30 - cleaned

up a bit & then went out to a cafeteria for lunch - then to a show - saw Dennis Morgan & Jack Carson in "Two Guys from Milwaukee" - a good show - stopped in the Palmer House after the show for a soda. Got back to the room about 13:30 - read the paper & wrote up some of these notes - the big news to-day was that on President Truman's speech announcing the end of the OPA price control on meat.
To-bed 11:30.

10/15/46. TUESDAY:

I was awakened about 8:00 by the phone ringing & was more surprised & somewhat alarmed to learn that it was a call from my office in Endicott. Ray Davis called me to tell me about meeting of the American Society of Training Directors at Pittsburgh on Thurs. & Fri. He had learned about it from Mr. Howard of the Minnesota Mining Co. who had called at Endicott to see me yesterday & who was going to attend the meeting. Gee I sure would like to attend the meeting, for this is the very thing I had wanted to

we started a couple of years ago. However I
have to get back to get all lined up for
the Manager Training Program so I asked
Ray to go on to attend the meeting for me.
Had breakfast & took a cab over to our
Office about 9:15 - called the Veterans Hospital
but couldn't locate or contact Bob Ingalls. He
had called on Opie earlier - I caught Charlie
Ske just leaving the Opie - he was sure
invited to see me - he took me back into
the Opie & we had a nice chat. Charlie was
about me to me for not calling him to com-
municate to the box last night. He was leaving
town for a couple of ~~other~~ days so he wouldn't
have another chance - he even wanted me to
go on & have dinner with the folks to-night
but I refused that & told him I would see
all early the next time. Charlie told me they
had moved into another house - one they bought &
he had also gotten him a new Dodge car.
It was about 10:20 when I got away
from the Opie. Saw Jack Wedlich & ~~got~~
arranged to meet him to-morrow morn-
ing. Took a cab out to the ^{HINES} Veterans
Hospital from down ^{the} Chicago - had to
pay the cab driver 2.50. Got on to

Administration Bldg. about 11:00 & went directly to Dr. Newman's office. He & Ingalls had gone out with some other men for a tour of part of the Hospital. I was sorry I was so late for I would like to have been with them. I waited awhile & then the girl sent me over to Bldg. 54 to see a Mr. Bardell one of their training men. Talked to him for awhile & then he got a call from Dr. Newman's office that he & Ingalls had returned. We went back to Dr. Newman's office & met a number of the men who were there. Besides Bob Ingalls there was also a Mr. Peterson from the Central Office of the Veterans Administration. We had a conference in Dr. Newman's office & they asked me a number of questions - it was obvious that in their eyes I represented 'big industry'. Having not seen their shop or training set-up I naturally couldn't talk very easy. Dr. Newman took us all over to ^{one of} their cafeteria for lunch about 12:30. There seemed to be absolutely miles of corridors - all of the buildings are connected by inside corridors so the patients can go from one bldg. to another without going

outside. After eating we started a tour of the training shops - with the exception of the physiologies, that is those who are paralysed below the waist or from the spine down & have no use of their legs. Of course these are all wheel chair patients. They have about 350 of these type alone in the hospital. I was surprised to see so many shops & training set-ups - they were mostly hobby or crafts however - that is painting, ceramics, woodworking, ceramics & drawing etc. All the benches & machines were of the proper height for one to operate from a wheel chair. We also saw a small set up used for training in watch repair - a set-up given by Bulova Watch Co. There was also a rather complete radio repair training shop. It being the afternoon for the final game of the World Series most of the fellow had stayed in their wards to listen to the game on the radio so there were very few in the shops. It sure made you feel good to think you had all your limbs & faculties when you saw the boys pushing themselves around the place in wheel chair. Dr. Newman took us into some of the wards to see

The fellow in bed - it wasn't a very pretty sight. I sure feel sorry for the fellow who are partly paralyzed. They also had a number of quadriplegics, they in the boys who had their spine severed up in their shoulder or higher to have their arms as well as their legs paralyzed. There is very little that can be done for these fellows. It sure is pitiful to see them. I learned from Dr. Newman, that unless they keep moving the fellow around they develop awful bed sores & also their bladder & kidney become infected from inactivity. Also the paraplegics as well as the quadriplegics have no control of their bladder or bowel which adds to their difficulty. We also stopped in the place where they train the boys to use their braces & crutches to walk. Dr. Newman had invented a harness device & rolling track similar to a mono-rail by which the boys can be strapped on so they when they run they don't fall all the way to the hard floor but are caught & supported by the harness. We saw a couple of the boys going thru their paces - it sure is a long hard grind to learn to walk without legs.

One lesson they had developed I thought was rather clever - called "My own score" - just a score sheet on which was listed the various tasks to be acquired or mastered by the patient - there were 72 of them ~~to~~ ranging all the way from such a simple thing as just moving from one place to another in bed to that of driving a car. Incidentally we also saw a group of the boys receiving instruction in driving - they were using an oldsmobile with hydrodynamic drive. After seeing the whole set-up I told Dr. Neumann & Ingall that although it would be impossible for us to furnish them with any coach or driver from our plant - we could furnish them with some of our shop text books. They seemed to think this would be very helpful.

I got a ride back into town in one of the V.A. Cars, a new 1946 Buick, with Mr. Schatzky & Mr. Peterson of the Veterans Administration. Got back to the hotel about 5:30 - cleaned up a bit & then called Louise Love before going out for dinner - had a nice long chat with her - talked for a bit about the Loves moving to Endicott & taking the home vacated by the Gerts. Louise even called Hazel

To the phone to say hello to me. She also told me that young Charles now weighs #72 lbs. & takes a size 14 suit - he sure is a big boy. Louise wanted me to come out to the house but I told her I couldn't this trip but would do so the next time. Had dinner at the cafeteria across the street from the Hotel & then took a trolley down to the Theatre District & went to the Chicago Theatre - saw a good movie & a fairly good stage show. Got out of the show about 10:00 - stopped in the Palmer House for some ice cream on my way back to the room. Oh yes, before going to the hotel this afternoon at 5:00 - I stopped down town & bought a pair of beach shoes in a Royal Shoe store - They had raised them standard price from 6.65 to 7.20. I also stopped in the National Wiggin store in the Palmer House & got a couple of trinkets - one the 'natural you can'. Got back to the Hotel about 10:30 - did some writing & then turned in about 1:30 - had a direct broadcast from Newburgh going, an account of the execution of the 11 Hayes, or I should say 10 for Goering committed suicide about 2 hours before he was to have been executed by shooting a rifle & poison.

It was interesting to hear the Newsmen tell of the last words spoken by each of the condemned just before they were hanged. It might have been considered sort of getful in some cases but with these men I have never felt the least bit sorry for them — after what they have done they deserve all they have gotten & more — and I'm sure the World rejoices in their end. Let's hope there will never again arise another group like them. To-bed 11:45 —

Ih Yes! The other big news To-night was that the St. Louis Cardinals won the 7th. & final game of the World Series from the Boston Red Sox 4 to 3 — that last run sure meant a lot to the Cards.

12/16/47. WEDNESDAY:

A bright warm day — got up at 6:45 so I would have plenty of time to dress & pack. Made good use of my new TRAVEL ALARM CLOCK. Checked out of the hotel about 7:30 — then checked in at 3:00 P.M. & I was afraid I wouldn't be back by the time. I checked my bag at the hotel. Had breakfast at the cafeteria across the

street & then got a taxi over to the IBM Office, 233 W. Madison St. Got there at 8:15. The office people were just coming to work. I saw Palmer the president of the last sales class & talked with him awhile. He introduced me to Wolfe who is the E. I. G. Sales Manager at the Chicago Office - he asked me to attend their daily sales meeting at 8:30 & say a few words but I had to meet Jack Mellick, saw Charlie Wilber from Endicott. Jack & I left right away for Western Electric as he had a 9:30 appointment. We took the elevated car out to the plant - it is about a 45 min. run. I learned that Jack had been a B25 pilot in the Army. Western Electric's Hudson plant turned out to be the Timmson industrial establishment I had more or less expected it to be. They have over 30,000 employees & are so big no one quite knows what the other division or divisions of the plant are doing. Jack had arranged an appointment with a Capt. Persch in the Veteran Retraining Division - he called in a Mr. A. H. Schmuckel who acted as our guide for the day. I made it clear that I was interested in all phases of industrial training so Mr. Schmuckel very

kindly arranged for me to meet with the heads of the various training divisions. We also sat in on part of the induction training program they are conducting for a group of new employees — in many respects it was similar to our program at T.B.Y. However I noticed they made a distinction of levels among the employees that we would never do in T.B.Y. They showed a movie called THE 4-5115 TELEPHONE which was good. We met Mr. H. K. Star their Industrial Training Director — I asked him who he knew about the American Society of Training Directors who are meeting at Pittsburgh To-morrow & Friday — he didn't know much about them but was much interested — he even called a couple of his friends associated with training to inquire more about it. — He told me about the meeting of the Industrial Training Director Association which was meeting this evening in Chicago & invited me to attend with him. He said Fletcher of Caterpillar Tractor Co. was to serve on their discussion panel so I accepted his invitation. — Mr. Star went to lunch with us in the cafeteria — Mr. Perch

had made special arrangements for a table for a group of 8 of us. It was very nice to something we couldn't do in or cafeteria at I.B.Y. Western Electric has a cafeteria on one floor & then on the 2nd. You may have been with white men & their wives for the cafeteria & white color workers. I quite enjoyed talking to since he was much interested in our question & I had an opportunity to tell him a little about it. — This plant is much better looking on the outside than on the inside. The buildings are old & rather dingy inside — but they are built around a large quadrangle which is well landscaped & when with the sky gardens on the sides of most of the buildings it gives you the impression of being a large University — I told Mr. Thru & I once he liked this. After lunch Mr. Schenck took us on to see & met Mr. ^{D.R.} Power who is the Principle of the General Education Program conducted by the American Club which is an Employee organization much the same as our I.B.Y. Library Club. I had a very interesting talk with Mr. Power — I left him a copy of our Gen. Edu. Bulletin — he seemed amazed to learn of the scope of our program — it is really much broader than

than this. I invited him to come to Endicott to see our set-up & he was extremely interested in doing so - in fact he said he wished he had known of our program before. Jack & I left the plant about 3:30 & got the elevated train back into Chicago - I had told Mr. Powers of our use of punched cards in keeping the records on our Men Education Program so I promised to send Jack a copy of our Record Keeping Manual. Got down town Chicago about 4:15 - stopped by the office to pick up my top coat - said hello - by to Jack Mellich & thanked him for his many courtesies - then called Rex McMorris at the Am. Jr. C. & G. C. office & arranged to go over to the LaSalle hotel to see him. He told me how to get in - of course - the hotel is still closed from the fire. I had a chance to look into the lobby & it was in a mess - it gives you a strong feeling when you think of those who did in the fire. They still only have 3 service elevators running at the back of the building. I found Mr. Bender office in good order - however Rex told me it was not a mess right after the fire. I got 3 copies of the daycare manual - Daycare Speak-Up which I had requested 3 times from Rex - I told him

what I thought about it. Showed Tex a copy of the U.T. Calendar which I had with me - he hadn't seen one before & was much interested. It was right at the height of the rush so when I left the Fr. Under Office - had some trouble getting a cab back to Hotel Harrison. Left my bag & then even more difficulty getting a taxi over to the Engineers Club - in fact I finally gave up & took a taxi part of the way - then took a cab from State Street to Van Buren. Got to the Engineers Club about 6:30, Mr. Shore arrived a few minutes later - he had three other men from Western Electric with him. He took me under his wing & introduced me to many of the other fellows. We went across the street to a bar for a few minutes - I met Mr. Holmes who used to be Industrial Training Director at Univ. of Wisconsin & who was largely responsible for starting their Industrial Training Director Association a couple of years ago. It includes the states of Illinois, Indiana & Michigan. I told Mr. Shore of my interest in starting a similar organization in N.Y. State & he gave me some of his thoughts on the subject. - There were about 40 members out to the dinner - I called the N.Y. Central

Railroad, ticket office to check on my train departure. It left from the Illinois Central Station at 8:00 - The dinner started at 6:30 - I had to leave about 7:30 to be sure to get my train - Therefore I missed the dinner part of the meeting. Took a cab over to the station - the train left on time - I did some writing on the train also read for awhile - didn't turn in until 11:00 and then I realized too late that we would lose an hour coming east so I was really going to bed at 12:00.

10/17/46 THURSDAY:

A rainy day for my trip home. The porter called me at 7:45 but my watch said 6:45 so I hadn't set it ahead an hour to catch up for the hour we lost going from Central to Eastern Time. Dressed & shaved, the train got in to the Buffalo Terminal Sta. on time 8:16 - took the transfer bus over to the Lackawanna Sta. had breakfast at the lunch counter in the station. My train didn't leave until 9:40 so I had plenty of time. Sent a wire to Mary telling her I would arrive at Binghamton 1:50 & if convenient to meet me there. Train left on time - I

used my time in train to good advantage by roughing out a number of thank you letters to those whom I had seen on my trip. Had lunch on the train - we got in Ringham on schedule at 1:50 - Mary & Mother were there to meet me. We drove home and I looked over my mail - Mary handed me above getting a letter addressed to Mr. Frank H. Welsh, Jr. Deceased, - it was from the A. W. Berkert & Co. regarding my Associated Gas & Electric stock I had given Joe Washickel to sell for me. Mary drove me on down to the office about 3:00 - I had so many things to look over & to do I hardly knew where to start. Went over to see Blachie & had quite a chat - Blachie brought me up to date on what had happened while I was away. He is basking in the glory of his new assignment as coordinator for our Dep't. of Education in Starbuck's absence. He told me of a meeting he had with the staff on Monday and that Mac Almon had come but left after a few minutes and he had another appointment - actually I think Mac couldn't quite stomach Blachie & his new administration. I learned that Earine Agram

had been over to see me - he was still here but was tied up with Bibby all afternoon. Called Mac & checked on the progress for the start of our Manager Training Program next Monday. Stopped over to see Tom Jones in Visual Aids, about making the name cards to be used in our Manager Training Program, finally got him straightened out on what I wanted. Mary took Barb to the dentist - she stopped by for me about 5:30 - she had let the car run out of gas which delayed her some & then Barbara had left her glasses at Glebe Water so we didn't get home until nearly 6:00 - Mary reminded me that to-night was the night for our second Leon Concert with Eugene List - I was sorry I hadn't thought of it as I could have gotten tickets at school. - I called Barbara at the office & had her call Blackwell to get me three tickets. Mary & Mother went down & took Barbara with them at 8:00. I had some fun after supper showing the girls the tricks I brought home from Chicago. Called Ray at the Hobby Shop & he said he would be up about 8:00 to see the shaker mechanism - so I brought it up out of the basement & set it up. Put Mary down to bed at 8:00. Ray

arrived about 8:15 with another fellow - a Mr. Meyers. They were both very much impressed with the shaker mechanism - The outfit worked perfectly - it had never worked better. I also showed the fellow the colored movies I had taken of in last Christmas. Ray was certainly pleased with the idea of having it in his shop window at the Holly Show. I arranged to take it down Saturday morning. We let the mechanism run for nearly a half hour & it worked perfectly. I spent the evening reading - getting caught up on the papers & magazines. Mother, Mary & Bob didn't get home until about 10:45. They all enjoyed Eugene List the brilliant young American Pianist very much. To bed 11:30

10/18/46 FRIDAY:

A very rainy day. Got up at 7:00 - Mary drove me down to the office at 8:00 - Bob & Mary Lou had no school to-day as the teacher had to attend a conference. I had a very busy day at the office - went over to see Mary this morning & get all lined up for the start of our Manager Training Program Monday morning. Eddie Ogram was

still here from Washington to-day - I had about an hour with him this morning discussing the training needs for the Washington Plant. Earle is very much interested in getting a General Education Program started. He showed me the new Government Bond job they are doing - that is printing a Bond right on an IBM tab. card. There is some prospect of the Government going into the set-up for all their bonds which would be some nice business for IBM. I wasn't at all impressed with the way Earle is running things - he is still the same old Earle - too much the show off & I am the big shot' attitude. - Had a lot of correspondence to get out to-day. At 12:00 I had lunch at the cafeteria - sat with Harry Crampton - he told me that he was going to N.J. this weekend & could drive thru Pennsylvania for the first time in 6 mo. I didn't know he had his license revoked in Pa. - he was caught speeding - a state cop started after him at Mt. Pocono & Harry gave him a race all the way to Portland before he caught him. At 2:30 I arranged a showing of the sound slide film that you & I want to use in our Manager Training Program - intitled "It Takes Time".

Bibby, Mr Elwin, Harris, Ginter & also Earle Agram saw it. They all approved the film. Earle wants it to show his managers in Washington. incidentally I had another talk with Earle after the picture - he was telling Blachie & me some of his problems at Plant #3 with his managers - I was disappointed to hear him refer to the colored people in the plant as Niggers and as #4 TIG-4-8005. Certainly if they ever hear him refer to them as by those names - his human relation problem will increase. I made a suggestion that it might be best to have the managers use only the reference colored people but Earle simply said he could see I wasn't used to handling the southern nigger & just minimized the statement I made. I spoke to Blachie afterward about it & he agreed with me. I'm afraid Earle won't last too long as General Manager of Plant #3. I spoke to Bibby about my trip to this Hospital & asked him about giving them on the books - he suggested I talk with Doctor about it. - At 4:00 I went over to Personal Dept. to get Bud Austin to go over to Glen Park's Office with me to meet an

reviewing the material to be presented in the
 2nd. session of our Mys. Proj. Program. Bud had
 to wait to receive former Governor Lehman
 who was due to arrive any minute to see
 our plan. Bud send Eleanor Clivine with
 me. We had an hour session with Mrs. Almon,
 Burns, Larrabee & Randall. Glen had out-
 lined his material & had it in good order.
 Mary picked me up at 5:15 - stopped over to
 the Bulletin Office to leave some information with
 Marshall Brown on Tom Jones to put in our ~~from~~
 letter - I have arranged to have Tom as our
 speaker next Wednesday. After supper I called
 Phil. Hopkins & arranged to stop up to see
 him about ^{borrowing train} equipment I sold him last winter.
 Drove up on Round Top to Phil's home about
 7:00 - he showed me thru his home - a new
 house he built before the war. Also met his
 wife & family - 5 children all little tots - 3 boys
 & 2 girls - a nice family. I was surprised to
 find that Phil had never set up the train
 equipment he had bought from me. It was
 nice of Phil to let me borrow some of the
 things - I borrowed 2 switches & the transformer.
 Stopped a Twice Hobby shop in union on
 my way home - told Gen. about my going.

to put the slate mechanism in the window of Ray's Hobby Shop to-morrow. Geo. didn't care of course - he is still trying to get me a train. Got home about 8:30 - spent the rest of the evening dressing up the figures used on the slate mechanism. Mary & Mother helped me some. I set up the slate mech. & gave it a running test - it ran for over an hour without failure & then I had to turn it off to go to bed. It sure works swell. To-bed 11:30. - Oh Yes! I called Emma Starbuck this evening & learned they had brought Perry home from the Hospital last Saturday - here I was going to offer to drive her & the children down to Sayer to-morrow.

10/19/46 SATURDAY:

A beautiful fall day - got up about 7:30 - hurried around & after breakfast I took the slate mechanism down to the Hobby Shop - helped Ray place it in his shop window. It started attracting both children & adults as soon as we started it operating. Ray didn't have the things to really give it a nice setting.



USJCC

Jaycees
Institute

Endicott, N.Y.

October 19-20, 1946

IBM Homestead Hotel Frederick

Presiding —
Carl F. Belkofer, Vice-Pres.
USJCC

Saturday, October 19 - Hotel Frederick

5:00 P.M. Registration

9:00 P.M. Smoker - Sponsored by Endicott JayCees

Sunday, October 20 - Homestead

9:30 A.M. Welcome - Russell Frey, President, Endicott J. C. of C.
- D. L. Bibby, Executive Assistant, International Business
Machines Corporation

9:35 A.M. Structure of J. C. of C. - Carl F. Belkofer, Vice President U.S.J.C.C.

9:50 A.M. National Headquarters - Ed Oaks, Chicago, Extension Service Secy.

1. Function and services
2. Problems and policy of Future Magazine
3. National finances

10:20 A.M. National Committee Operation - Gardiner Dales, New York, Vice
Chairman, U.S.J.C.C, International Relations

10:35 A.M. State Committee Operation - Robert L. John, Columbus, Executive
Secretary, Ohio State J. C. of C.

10:50 A.M. The Cleveland Plan - Wm. Priesmeyer, President, Cleveland J. C. of C.

11:20 A.M. Report of State Activities - Paul Taber, New York President
Miles Sucher, Pennsylvania President

11:40 A.M. State and Local Finances - Daniel L. Wertz, Johnstown, Pa. Past
State Treasurer

11:55 A.M. State and Local Publications - James P. Corcoran, Secretary Syracuse,
N.Y. J. C. of C.

12:10 P.M. Adjourn for Luncheon

12:15 P.M. Luncheon - Principal Speaker - Selden Waldo, Gainesville, Florida,
President United States Junior Chamber of Commerce
Luncheon Chairman - Paul Manieri, National Director, Endicott

2:00 P.M. State and Local Meetings - How to Run Them and Make Them
Interesting - George Brittain, Ohio President

2:25 P.M. Extension - The Ohio Plan - Herbert Golz, Ohio Vice President

2:55 P.M. Membership - Where Do We Go From Here? - Carl F. Belkofer

3:15 P.M. On to Long Beach - Boyd Stout, Circleville, Ohio

3:30 P.M. Summation of morning and afternoon subject with discussion -
Carl F. Belkofer, U.S.J.C.C, Vice President

4:15 P.M. Institute Adjourns

I got a big kick out of seeing people stop to look at it. — Stopped over to Stickley's & then drove back home to get my camera — stopped back to the Hobby Shop & took a couple of pictures of the window with groups looking at the water mech. running. Even got a picture of Hank & Peg Ferguson holding their baby Tim to see the outfit in the window. Drove over to Vestal to see Perry Starbuck — Perry had gone out for a ride with one of his neighbors. I waited for him — he sure looks a lot better. He has to have a check-up at the hospital on Nov. 12th. & then will know whether or not he can return to the office. — Stopped over at Stickley's on my way home & bought the only 6 Deluxe ^{View Master} Masters they had in stock. 2 for Dave Sanford, 2 for myself & 2 to give away as Xmas gifts — also stopped at the grocery food locker for some stuff. Got home about 12:45. Mary was waiting lunch for me. After lunch I put on my old clothes & went to work on the storm windows. Mary helped me wash them & I put them on. Mother washed the windows inside. It sure was a beautiful afternoon for the job — got most of the down stain window on. About 4:30 I washed the car. Ken De Venti came over & finished mowing

the lawn. I hope this is the last time for this year. After supper I dressed & about 7:00 drove down town - got my hair cut at a Strand Barber Shop - visited my old friend Charlie Pope - Charlie has left to live in California. Stopped back to Hotel Frederick about 8:00 to check on the Jr. C. of C. Auction - the goods hadn't even begun to arrive so I drove on over to Ray's Hobby Shop to see him - Ray was making out with the slate mechanism. It had been running all afternoon & was operating O.K. I hung around the Hobby Shop for a while & enjoyed seeing so many people stop by the window to look at the outfit in operation. I got the idea I might rent the mechanism to me a mate of the larger store in the Triple Cities for a week or so from now until Christmas. Ray thought it was a good idea & was willing to let any advertising men stop in to see it. About 8:45 drove back to Hotel Frederick - Paul Tabor was there & some of the other out of town Jaycees had arrived. The Endicott Jr. Chamber put on an informal supper for the delegates to the U. S. Jr. C. of C. Institute for the North East section of the country to be held to-morrow at the Stonestown. I had a chance to see & talk

with a number of my Jr. Chamber friends met a number of the boys from Ohio - also Jack Brennan from Newark N.J. Jr. Chamber who live at Crawford. He knows Jack Argar. I received a call from Bill Gavit at Newark saying Selden Waldo had not arrived on the plane he was supposed to be on from Florida - I had Bill talk with Tom Yobel as Tom had handled the reservations for Selden. About 40 to 50 fellows finally showed up for the smasher - it was a very informal affair - we just sat around the Dining Room at table & discussed Jr. Chamber & other subjects over beer & potato chips. I left about 11:30 & drove home. To bed 11:45.

10/20/46 SUNDAY:

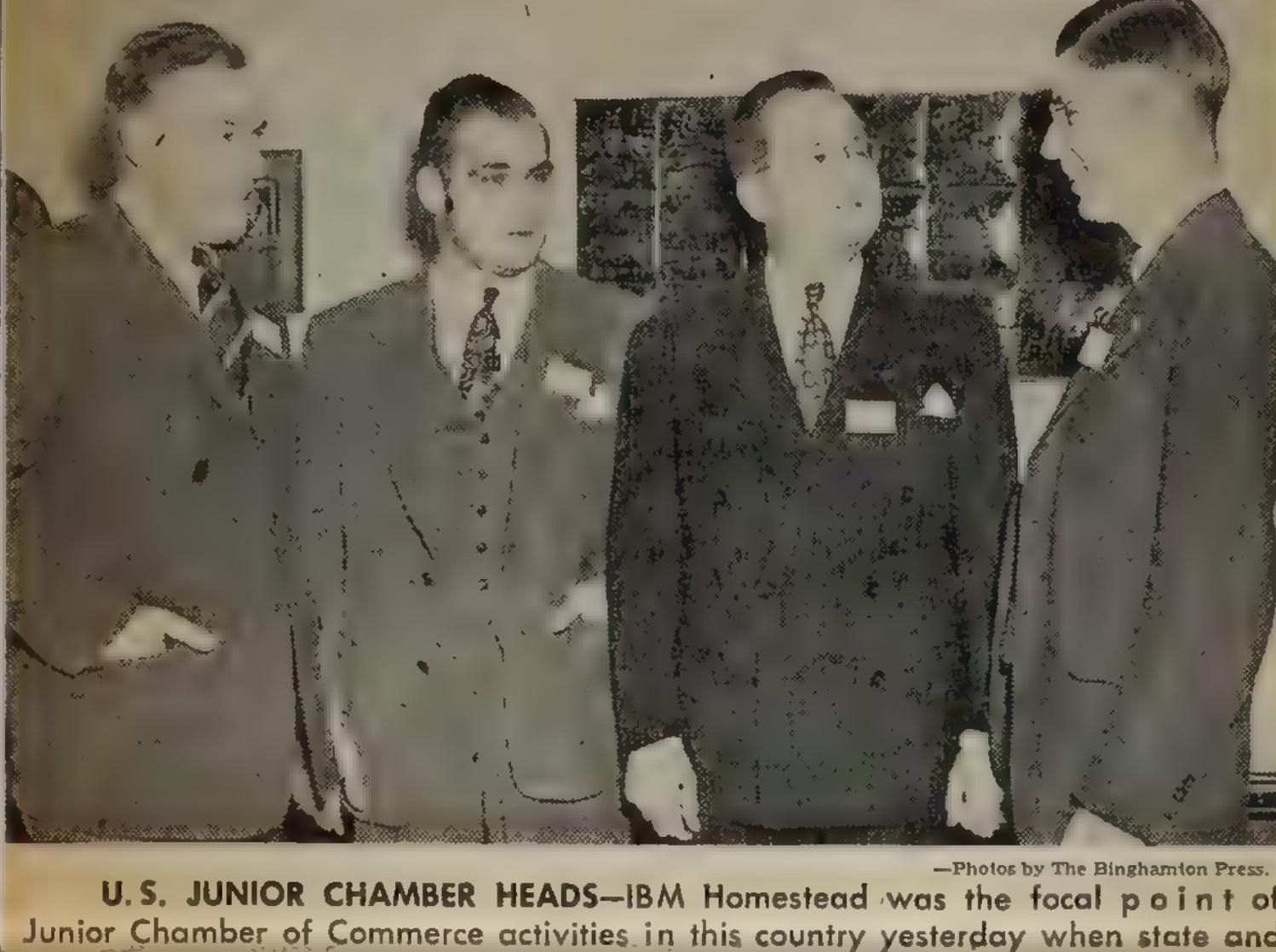
Partly cloudy & cool to-day. Got up at 8:00 - hurried around & after breakfast I called Dane Bibby & asked him for a ride over to the Homestead at 9:30 to the Joyce Institute. Dane was scheduled to welcome the delegates on behalf of IBM. It was good that I called Dane as he had forgotten this appointment. Mary wanted the car to take the girls to the Bibby girls to Sunday School. Dane picked me up at 9:30. We were at the Homestead long before

The gang arrived for the institute. As is always the case the meeting was about an hour late getting started. I helped Paul Mameri & Ray Frey in getting the boys down into the machine room as they arrived. The meeting got under way about 10:30. About 55 present - a good program. About 11:30 Selden Waldo arrived on the scene. About 12:00 I got a call from Ray at the Hobby Shop saying the shaper mechanism had jammed or stopped. I told Ray how to repair it - I also called Mary & she drove over to get me. I drove her home & then went on down to give Ray a hand - however he had the shaper mech. operating by the time I got there. Took a couple pictures of a group looking thru the window of the Hobby Shop. Started back to the Homestead for the luncheon. Had a chance to talk briefly with Selden Waldo. Luncheon started about 12:45. Paul Mameri acted as host master & introduced Selden who was the Luncheon speaker - he gave an excellent talk on the responsibilities of young men in the United Nations Org. & its ideals. Really gave us something to think about. Selden had to hurry away right after his talk to take a charted plane

MONDAY EVENING, OCTOBER 21, 1946.

13

Work for Education in Democratic Ideals, U. S. Junior Chamber Head Urges in Endicott



—Photos by The Binghamton Press.

U. S. JUNIOR CHAMBER HEADS—IBM Homestead was the focal point of Junior Chamber of Commerce activities in this country yesterday when state and national leaders convened for an institute on internal affairs. Left to right: Miles Sucher, Pennsylvania president; George Brittain, Ohio president; Selden Waldo, national president, and Paul Taber of Ithaca, New York head.

10 States Represented as 63 Attend Institute

The U. S. Junior Chamber of Commerce is in an ideal position to contribute to national and international harmony by working ceaselessly for education in democratic ideals.

This was the burden of an address by Seldon Waldo of Gainesville, Fla., national chamber president, at an institute which brought representatives from 10 states to IBM Homestead yesterday.

Sixty-three Junior Chamber leaders took part in the institute, which opened Saturday night with a smoker in Hotel Frederick, Endicott. Most of the program was devoted to the group's internal affairs, with emphasis on organization of new units.

Communities in New York, New Jersey, Pennsylvania, Connecticut and Rhode Island were the best represented. Chamber officials said they were disappointed that a larger number of New England communities did not send delegates.

Seek More Units

Presidents of several state organizations and regional officers made it clear yesterday that the chamber's No. 1 current objective is a sharp increase in the number of active units. World War II, which took thousands of chamber members out of chamber work, faced the organization with a problem more difficult than any group has ever had to face before, they stressed.

Mr. Waldo's address was the only one touching on broad policies of the organization.

The United Nations, he told the group, is a step in the direction of world unity which could be materially improved by a closer adherence to the structure of the United States.

U. S. Good Example

The world need look no further than the structure of the United States, he contended, for a completely workable international organization which protects regional interests without giving them priority over the welfare of the whole group.

The junior chamber, he said, comprises articulate young men of better-than-average education, ideally suited to do a missionary job in favor of world solidarity. He urged community units to work to this end.

Dause L. Bibby, IBM executive assistant, welcomed the delegates. Floyd Stout of Circleville, Ohio, told the group of plans for the national convention next year at Long Beach, Cal., and state presidents discussed local problems.



TRIPLE CITIES HOSTS—Binghamton, Johnson City and Endicott units were hosts for the 10-state session, first in the East since the war. Left to right, Everett H. Woodward, Binghamton president; George A. Hauser, Johnson City president, and S. A. Perrone, secretary of the Endicott group.

ROMANTIC NOTION BRINGS TROUBLE

Opposites Attract But Usually Make Miserable Mates

By DR. CLIFFORD R. ADAMS

Marriage Counseling Service, Pennsylvania State College

THE problems of marriage counselors would be vastly simplified if our movies, novels and short stories would stop flooding the minds of our youth with unrealistic notions about the importance of romantic love to marriage.

Our young people, many of them, think they are in love (usually they are merely victims of sexually-colored infatuation) and that is all that matters. So they marry and in a few months are sick of the sight of each other.

Another dangerous notion that is widely held by our youth is that "opposites attract." So they are thrilled when they fall in love with someone as different from themselves as possible. They think it is good for an introvert to marry an extrovert, and so on.

Opposites Make Worst Mates

Actually it is the opposites who make the very worst mates. All our research at Penn State with couples before and after they married shows that it is the people who are alike in temperaments, backgrounds and attitudes who make the happiest marriages.

The basis of our counseling of unmarried couples, in fact, is the matching of a man and girl to see how much alike they are.

Students call our marriage service the "compatibility clinic" because most of our work is in seeing how compatible specific men and girls are to each other.

What about their backgrounds? College graduates should marry college graduates where possible, because we have found that when one party has considerably less formal education than the other the mate with the lesser education usually develops feelings of inferiority, however unwarranted they may be.

Cinderella Probably Unhappy

Also, it is well if the cultural backgrounds of the couple are roughly the same. The girl working as a store clerk thinks that if Cinderella married a prince, why can't she.

Actually I don't see how Cinderella could have been very happy in any marriage to a prince. She and the prince would have too many private interests and outlooks arising from their different cultures not shared by the other.

Another difficulty often arises when a man and girl of different religions marry each other without considering fully before marriage the problems that will arise from it.

These problems usually center around who'll attend what church, the size of the family and the religion in which the children are to be reared.

Personalities Shouldn't Clash

The main area in which couples should be compatible, however, is in their personality traits. For ex-

ample:

If the man is an extroverted gadabout the wife should be also, or she will soon find herself moodily sitting home evenings.

If the man is a strong "individualist" who enjoys the idea of being "different" whereas the wife is an agreeable sort who likes to conform to the norms set by society you will again have trouble.

She will be continually distressed by his brusqueness, his argumentativeness and bullheadedness; and he will soon start thinking of her as a tame namby-pamby.

If the man is very broadminded, easy-going sort with few scruples or standards and the wife is the high-minded, idealistic sort, a clash of personalities soon produces trouble.

If the man is thoughtful and the girl frivolous or vice versa, they will soon find that basically they have very few interests in common, and will start going their separate ways.

I say again, opposites may attract, but they usually make miserable mates.

UNDER GLOVES

Oiled Gauze Saves Nails

By ALICIA HART

FINGERNAILS that wrestle with pots and pans and mops can look as glamorous as the idlest flock if polish is put on after chores are done.

You can keep nails from snapping or peeling, control cuticle and forget what hangnails look like if you'll wear rubber gloves for dishwashing, cotton gloves for dry work.

But before you put on working mitts, do what a glamorous career girl I know does. Required to wrestle with chores in the maidless home, she strips off polish and bandages nails with oil-soaked strips of gauze before donning her mitts. When chores are polished off, she does as much for her nails.

It takes only 10 minutes, she says, to turn drudges into sparklers. New, quick-drying aftercoats will even knock a couple of minutes off that allotted time.

You can keep brown sugar from hardening by placing a small piece of apple with the peeling left on, in the sugar jar.

FORMER U. S. OFFICIAL



CHEESE PINWHEELS—
top a vegetable or meat casserole

Pinwheels

CHEESE pinwheels used to top a vegetable or meat casserole eliminate the necessity of serving bread or rolls. They add a distinctly dressed-up touch to a meal.

Cheese Pinwheels

Two cups sifted flour, 2 teaspoons baking powder, $\frac{1}{2}$ teaspoon salt, $\frac{1}{4}$ teaspoon paprika, $\frac{1}{4}$ cup shortening, $\frac{2}{3}$ cup bottled milk, $\frac{1}{2}$ cup grated American cheese.

Sift together flour, baking powder, salt and paprika. Cut in shortening. Add milk and blend lightly with a fork. Turn onto a floured board. Roll out into an oblong shape about 12 inches long and $\frac{1}{4}$ inch thick. Brush with melted shortening and spread with grated cheese.

Roll lengthwise as tightly as possible, jelly roll fashion, and pinch ends together. Cut into one inch pieces and place cut side down on top of vegetable mixture. Bake in a hot oven (450 degrees) for 15-20 minutes.

EMPTY MILK BOTTLES
Please return them to your dealer or store or phone 7-3511. (Adv.)

ROOFS REPAIRED

Immediate Service

HOME OWNERS

IMPROVEMENT CO.

205 State Street

4-5538 or Endicott 1613



HUNDRED CAME WEEK

AN

at the Sensa
in T

SA OR

This entire collection
\$75,000 worth of O
Rugs must be sold at a
tion of their real wor

To Newark to catch a plane from there to Florida - he has to give an address there on Mon. evening. Actually he flew all the way up from Florida just to appear at the Jayce Institute & to give his 25 minute address. Then he is flying back to N.J. on Tue. to address a Jayce group at Plainfield N.J. & the next day he talks in Conn. - He sure has a rugged schedule. —

Bill Brownfield of Ohio also spoke at the luncheon - he gave a short talk in which he presented his Jayce Creed - an excellent idea & very well presented. Right after the luncheon about 2:30 I drove Joe Hanna down town to see the shaker mechanism at the Hobby Shop. I wanted to get Joe's reaction to its possibilities & was much pleased to see him really interested. He gave me some of his ideas - thought it could well be developed on the basis of a show window advertising item. Joe changed my ideas on it being used along with a Juke Box. He pointed out that it would have no application there since it is not the objective to get people to stand around the Juke Box. Joe gave me a good idea regarding selling the unit to local merchants on a rental basis - that of selling the idea of a picture to be taken

& published in the paper. — Joe & I hurried back to Homestead for the afternoon session of the Jaycee Institute — a good program — One item on the agenda was a report on plans for the annual conv. at Long Beach next year. — A Round trip to Long Beach by train from Albany \$226.00. The boys from Ohio are planning to get a special train to go out from there. The meeting ended at 4:20 — everyone seemed much pleased with the results of the Jaycee Institute. Had a session with Paul Tabor & Bill Strode — Bill is chair-man of the awards committee & wants me to serve as one of the judges. Drove home about 5:00 — after supper I drove down to Hobby Shop — Ray was having trouble with the shaper mech. — The coupling on the speed reducer had come loose on the shaft. Ray was busy so I drove on over to Union & stopped in to see Ray Cheney but he & Charlie had gone to the movies. I talked to Dorothy for awhile — she was feeling the baby — little & sweet old Ruth — it was the first I had seen her. I had wanted to see Ray about doing some layout work on the miniature high-way. Stopped back to Ray's Hobby Shop — helped Ray take the shaper out of the window & repair the coupling. It only took me a few minutes — however I

I had quite a time getting the figures to work right on the glass after the unit was in the window. — I was embarrassed having the difficulty while the window was lined about 2 deep outside with people looking at the outfit. Got home about 8:30 — Della Walker called & asked for any ideas I had on Christmas Card layouts. I got out some of my old Photo Books from the attic. Mother, Mary & I enjoyed the radio programs this evening. To bed 11:15. —

10/21/46

MONDAY:

Partly cloudy & warmer to-day. Got up about 6:45 — Mary drove me down to the office at 8:00 & took Babs & Mary Lou to school. I really had a very busy day — at 8:30 we held our first session of the Manager Training Program — I am Bibby & C. Mr. Elwin came over representing top management. I had each of them say a few words to introduce the session & then I turned the session over to Mr. Elwin who led a discussion on "The Manager — his Job and his Qualifications" — It was a good session but somehow it didn't move along as well as Mary & I wanted it to — for one

thing Bibby & McElwain sort of upgrade you & they didn't help the situation much. We showed a sound slide film entitled "It Takes Time" - This one was well received. The session ended at 10:00 - Mar & I got together for a few minutes & exchanged notes on the session - we were sure we could improve on the future ones. At 10:15 I went over to Frank Furman's Office with Ray Jarvis for a meeting on the next meeting of our ICBM Study Club. Frank spent an hour there for an hour covering every detail. I stopped in Ray Cheney's Office it was the first I had seen his new set-up - Ray is sure doing OK. He is actually an Assistant Engineer but doesn't carry that title. I told Ray about the state mechanism - also discussed the matter of our working together on the model highway. Ray suggested that we make a plate model of it first so we could work out some of the bugs in our ideas. - Had a chance this noon to exchange verbal report with Ray Jarvis on our recent trips - Ray told me a little about his visit to the American Institute of Training Directors at Newcastle Pa. Had lunch at the cafeteria about 12:30. - At 2:00 we started the 2nd. Group of members

Bill Campbell 1960

The Jay Cee Creed

WE BELIEVE:

That the Brotherhood of Man
transcends the sovereignty
of nations,

That economic justice can best
be won by free men through
free enterprise,

That government should be of
laws rather than of men,

That earth's great treasure
lies in human personality,

And that service to humanity
is the best work of life.

EXPLANATION OF THE FIVE POINTS OF THE JAYCEE CREED

(As prepared by William Brownfield, a member of the Columbus organization)

It is our conviction that the Junior Chamber of Commerce should crystalize its beliefs in the areas of international relations, the American economic system, constitutional government, basic value of life, and service to the community; and that these beliefs should be reduced to simple statements of principal and combined into a creed.

The creed is composed of five statements which, though brief, contain the fundamental principles involved in each case.

THE JAYCEE CREED

1. THAT THE BROTHERHOOD OF MAN TRANSCENDS THE SOVEREIGNTY OF NATIONS,

This deals with the problem of war and peace, which should be close to the hearts of all Jaycees. We state the simple and fundamental belief that the brotherhood of man is greater than the absolute sovereignty of any nation. Sovereignty belongs to the people and it should be allocated by them among the political divisions of the city, the state, the nation, and internationally in proportion to the need at each level in order to serve the people best.

2. THAT ECONOMIC JUSTICE CAN BEST BE WON BY FREE MEN THROUGH FREE ENTERPRISE,

This should find universal acceptance among Jaycees because by its very nature the Junior Chamber could not exist without free enterprise. We should stand upon our faith in the virtue of ambition and initiative and declare our conviction that this system, by which America became great, can bring economic justice to all.

3. THAT GOVERNMENT SHOULD BE OF LAWS RATHER THAN OF MEN,

Here we recognize the historic fact that tyranny goes hand in hand with concentrated power. We state our belief in constitutional government in which the body of law represents the will of the people through their elected representatives, and in which every man is entitled to his day in court.

4. THAT EARTH'S GREAT TREASURE LIES IN HUMAN PERSONALITY,

In this statement we declare our belief in human life as being the most valuable thing on earth and in the rights of men to a better life with a higher standard of living for all people. We believe in the rights of men as against the selfish interests of monopoly and privilege.

5. AND, THAT SERVICE TO HUMANITY IS THE BEST WORK OF LIFE.

In this last principle we state the traditional objective of the Junior Chamber of Commerce, that of helping to promote the welfare of the community and to give ourselves in service to humanity.

in our Training Program. Ben Kintner & Walt Hart are also over to represent ^{the} management. I had each of them say a few words, — then turned the session over to Dwayne — he did a much better job than he did this morning. I guess the morale won't quite so great. I was called out of the session — Alton was calling from W.H.Q. — Dwayne wanted me to get as many as possible of our Gen. Eng. Students lined up for the Graduation on Nov. 22. He has a big program arranged & is a bit embarrassed about the small number, only 22 customer engineer. We have 8 apprentices & 5 employees from Poughkeepsie who qualify — & possibly 3 or 4 from Endicott. Dwayne wants them all to be included. I told Dwayne about my visit to Steiner V.A. Hospital & asked him about furnishing copies of our texts — he asked me to make a report on it & send it down with Edith Dinnitt who is going to N.Y.C. to-night. — Dwayne asked me to plan to attend the next meeting of the Am. Vocational Association which is to be held in St. Louis on Dec. 4, 5, 6 & 7th. — I sure look forward to seeing St. Louis — I have never been there before. — Just after Dwayne

called I got a call from Mike Kane one of
the 4 horsemen of T.W.I. He said he had talked
with Dr. Orton & had been referred to me on
the matter of our company becoming a member of
the T.W.I. Foundation. Looks like Orton sort of
passed the buck for I had discussed the matter
with top management & had returned the file
to him. I didn't tell Mr. Kane that - but
asked him to write me confirming our conversa-
tion & I would investigate the matter further.

Mac & I got together after the manager session -
the session went over better this afternoon than
this morning. - Mac reminded me that the
Am. Apprenticeship Round Table was Dec. 5th. & 6th.
If I go to St Louis I will have to miss this.

Woody - Pres. of the Bing. Jo. C. I. C. called this
afternoon to tell me McLean had paid
\$1000.00 for the Santa Clause they had in their
store window last year. Woody had gotten the
information for me so I might know what the
shaker mechanism might be worth. I got
the idea it would be best to have some
advertising outfit handle the shaker mechanism
for me so I asked whether Woody would
be interested & he said he would - I made
an appointment to show him the outfit.

Wednesday evening. Lynn Seeley stopped in the office about 4:00 - Lynn is allowed to drive his car now. Ray & I had quite a chat with him - he told us that Mr. Watson and Mr. Kirk had arranged for him to take a six weeks vacation in Florida to recuperate. Lynn was just as happy as a big sun-flower over it - I was sure glad for Lynn's sake - apparently the mention we had made, Ray to Mr. Kirk & me to Mr. Watson, about Lynn's operation at the IBM Study Club meeting had developed into something. Ray & I were both pleased too that we can continue until the end of the term with our present instructors in our Effective Speaking Classes. I had to rush around to get the report out for Action - Mary stopped by for me at 5:30 - we stopped at the Hobby Shop & I showed Mary the shatter mechanism in the store window. After dinner I stopped back to the Hobby Shop - the shatter mech. was working OK. Stopped over to Twigs Hobby Shop & got the pair of switch & the bar-graver track he was holding for me. Geo is still holding a train for me when it comes in. I ~~am~~ saw Albie Thor

at the shop & learned that Albie is proceeding with four freight cars for my train lay-out. Albie is building 24 cars in all. Got home about 8:30 - Mary had gone to a parent teacher meeting with Virginia Bibby. Mother didn't want to go so she stayed home. Kay called Mother this evening & told her about Eleanor having a bad spell last Saturday. She had some teachers in for dinner & afterward had a bad attack of acute bronchial asthma - Mother was quite concerned - Eleanor has to reduce if she is to avoid some real trouble. Mary got home about 9:30. I spent some time this evening making the fire underwritten knot for my senior with the managers to-morrow To-bed 11:20.

10/22/46

TUESDAY:

Cloudy & cool to-day - got up at 6:45 - Virginia Bibby called & asked me to take Caroline down to the plant or school at 8:00 but I had to be at the plant at 8:00 so I couldn't wait for her. Drove down to the plant at 7:45 - took Bab & Mary Lou to school. At 8:30 Mac & I started another group of managers in our Mgr. Trg. Program.

Cy McElwain was there representing top management. I led the group in discussion on the topic - "The Manager His Job & His Qualifications" It was the first I had actually acted as an instructor or discussion leader. I really got a kick out of doing it. - Mac seemed to think it was a good session - After the session Mac & I spent some time with Glenn Burn & Dey Randall on their outline for their session to-morrow. I also saw Ralph LaTourne & Eleanor Davis on their part in the Mgr. Trg. Program. Geo. Hanner, Pres. of Johnson City J. C. J. C., stopped in to see me - we had a good time to hear discussion on Jaycees. At 12:00 I had lunch at the cafeteria - ate with Earl Kauffman. At 2:00 another group of manager (Group 4) was started in the Mgr. Trg. Program. Walt Harris & Bert Kintner were there to represent top management. I led the discussion & felt that the response on the part of the group was much better than this morning. Mac agreed that it was a good session - in fact Mac seemed much pleased that I was helping him with these sessions. I was glad I had taken a hand in the instruction or leader part of the program. It ~~was~~

has helped me in my relations with Yfar &
in fact he seemed quite different, much more
cooperative. After the session Yfar & I spent
some time with Cliff Burri on his outline for
his part in our Mgrs. Try. Program. — I received
a call from Jim Birkenstock this afternoon —
he wanted to make a change in Kerbs letter
which we are sending out to the solar office
in our Precision Measurement Tests. I was
able to sell him on the idea of our continuing on
our present plan and doing it the way we had
it set up. — The Mgrs. Try. seems sure keep
me tied up — I find it almost impossible to get
any time to do the 100 & 1 other things I need
to do at the office. Drove home about 5:30 —
stopped by the Hobby Shop & found Ray was
having trouble with the shater mechanism. After
dinner this evening I got out my bag of tricks &
had some fun with Barbara & Ray Lon. I
got a big kick out of playing with them. Called
Ray Cheney & about 8:30 I drove down town to
the Hobby Shop & got the magnets from the
shater mech. — Took them with me over to Ray
Cheney's — Ray helped me resolder the tails
on the magnets so as to stiffen them. Ray
& I also spent some time discussing the

design of the model highway. We are aware that there are a number of problems to overcome. Stopped back to Hobby Shop at 10:00. The magnet worked OK but the arm started slipping on the shafts throwing the mech. out of timing. I was dissatisfied. Drove on home about 10:30. Wrote a letter to Dad asking he, Betty & Rose to come up next weekend to visit us. To bed 11:30. —

10/23/46 WEDNESDAY:

Sunny & mild to-day. Got up at 7:00 - hurried around & at 8:00 drove down to the plant - took Babe & Mary Lou to school - At 8:30 I sat in on the Mgr. 1^g. Session it was the first #2 session - on the job responsibilities of a manager - Employment, Training, Supervising, Promotion & Discharging - Ralph Latombe handled the first & Glenn ~~the~~ Burn the last four points. It was a good session. It was announced in the Binghamton Sun this morning that Dave Babb had been promoted to General Manager of Manufacturing, Engineering & Research at Poughkeepsie. This was a big surprise to all of us. I really hate to see Dave leave Plant #1. I always like to work with him. About

10:30 Mac & I went over to spend some time with Cy Mc Elwain & Bert Fenster on their outline for their session in our Mgr. Try. Program. Both Mac & I were surprised to learn that Cy & Bert depended so much on us. Actually I had expected them to know what they wanted to do without Mac & I having to tell them. I saw Blachie & discussed the plans for our next graduation. Went to lunch with Blachie at 12:15 at the cafeteria. We were both conjecturing as to what the new set-up might be here at Endicott what with Bibby going to Poughkeepsie. About 1:00 I drove over to Hobby's & got the shatter mechanism. I have to fix it up some before I put it back in the window. Stopped down to Stickley on my way back to the Office. At 2:00 we had another Mgr. Try. session - Eleanor Iwini was leader for the first part & D. L. Randall the 2nd. part. Eleanor did a good job but Randall sure made a blot of his part. D. L. gets too nervous - I didn't stay for the whole session but Mac did. Mac stopped in the office after the session & we had quite a discussion as to what we should do. I asked Mac to get with Randall & try to help him so he could do a better job. Called Dave Sanford

I talked with him some of the information regarding the employee from Plant #2 to be honored at our next graduation. — I left at 5:00 & drove out to Steger School — got Barbara & drove her home — she had stayed to the Brownie Meeting. May got a call from Mr. John Ramsey & learned that Mr. & Mrs. Atkinson & Mr. & Mrs. Ramsey were at Hotel Frederick on their way home from Indiana. Arranged to have them come out for the meeting. Drove back to the office about 6:00. Don Sweet got a call to come right home & had to leave his typing class. I drove Don over to his home — he told me he was quite sure his wife was having a miscarriage. Don and I were excited. At 6:30 I drove Tom Jones out to the Hiawatha Community House — 10 miles west Endicott to our Lion's Club meeting. The women of the club put on a swell turkey dinner. We had a full house — about 60 or 70. Tom was the speaker & talked on the subject "Design Through the Ages". I presented Tom & also projected the slides for him with my projector. The room was small & not at all adequate for the job — Tom gave a good talk. — I hurried back after the meeting — dropped Tom in Endicott to get a taxi for Binghamton. I got some ice cream &

got home about 9:15. Mr & Mrs. Atherton & Mrs. & Mrs. Ramsey were at the home. — It was nice seeing the folks from N.J. I learned they had been out to Louisiana where Mrs. Atherton had visited a number of Mr. Watson's farms. He has 22 farms in Louisiana & Illinois. Freddie Koedinger is working on one of the farms — a 2200 acre farm. — I showed the folks the slides I took at Banff & Lake Louise. Also showed some movies. Mary had baked an apple pie this evening so we had apple pie a la mode & coffee. The folks left about 11:30 — Mary & Mother washed the dishes & I read the papers. — To bed 12:30.

10/24/46 THURSDAY:

Sunny & warm to-day. Up at 7:15 had to hurry around to get to work — drove Barb & Mary Lou down to school & got to the office just at 8:00 — we had to hurry! I discovered when I got the car out that I had left my brief case down to the Hawtaw Community Club House last night. Called Paul Hooper & learned that Glenn Greenhut had gotten it. At 8:30 I sat in on a Dr. T. G. Sension. Ralph La Tourette & Glenn

Burns were leaders. At 9:00 I drove down to Greenhuts store for my brief case. At 10:00 I had Mac bring Glenn & Dey in the office & I had to handle the matter of getting Dey to realize we could not have him continue as a leader in the Mgr. Proj. Program. — I gave him the alternative of working with Mac & improving his presentation & he could drop out as leader if he wished. Dey seemed to realize his short-coming & was willing to discontinue as leader. I arranged with Glenn to take all of the minutes. — It was announced to-day that Mrs. Watson would talk to all employees to-morrow at 4:30. Of course there was much speculation as to what she would have to say — but the best we I think was that one woman had it that she was going to announce that I.B.I. was purchasing the Arby's Fr. store — The answer to this one was that they were getting it to house all the women that were going around. Had lunch at the cafeteria at 12:30. At 2:00 we had another Mgr. Proj. session — I sat in on part of it, then came back to my office & tried to get caught up on some of my other work — About 4:00 I went over to see

Walt Hause with Harold Pittin about the matter of Harold's new manual Approved Practice Manual. Walt agreed with me that there should not be two manuals in the hands of our Dept. Managers. — I spent some time with Steve Kassai on getting lined up programs for our Lions Club. Bert Kentner called me & was really pretty much disturbed about my action with Randall this morning. I was sure Randall would tell Bert all about it. Bert claimed I handled the matter wrong by having Dicy & Glenn in my office at the same time & I admitted my error. Bert seemed to want me to give Randall another chance so I told him I would see him in the morning and insist on his continuing as a leader in our Mgr. Trg. Program. Mary picked me up about 5:15 — drove home — got cleaned up & about 6:30 Mary & I drove up to the Homestead to a Customer Dinner. It was quite a large group since there was also a Customer Engineer Post Graduate group who were also being honored. Bill Dawson presided & did a very good job. Bert Kentner was in the dinner so I made it

a point to talk to him afterward & tell him I am sorry that Randall had been sent by my talk with the 9 Bureau men today. Mary & I hurried home right after the program so we could get things lined up to leave for N.J. to-morrow. Got home about 10:30. Got out some of my things to take with me to-morrow. To-bed 11:15.

10/25/46 FRIDAY:

Partly cloudy & mild to-day. Got up at 7:00 - drove down to work at 8:00 - took Babe & Mary Lou to school & left the car at the Birch Garage to be lubricated. Went right over to see Dey Randall for him to straighten out the matter which I had gone wrong on yesterday. Told Dey I was sorry & asked him to work with me on continuing as a leader in the Mgr. Proj. Program - told him I had reconsidered the matter & that I thought I hadn't been fair with him. Dey took it very well & seemed willing to come back in the program with me. I had a nice chat with him & felt a lot better about the whole thing after

it was over. Also stopped over to see Ben Fainter & told him what I had done. — Ben gave me another lecture but seemed happy about the outcome of the matter. I of course told Ben what a square fellow Dey is which pleased Ben. — I don't know what it is between Ben & Randall but they sure stick together. — I made it a point to see Glenn too & told him of my action in connection with Randall — I didn't give him the whole story however. Saw Ken Speer & got some information on making some 8 m.m. titles. Got back to the office about 10:30 — Got a call from Dave Sanford this morning — I was surprised to learn that I hadn't informed Dave of the increase in our rate to our instructor in the Gen. Edu. Program. Harold Wheeler stopped in to see me about getting ^{one of} his daughter a job in IBM. At 11:30 I turned down to the Buick Garage — got the car & drove home — at 12:00 drove Mary down to her art class at Juvenile Center College. Drove on over to Oliver Hardware Store in Union & returned the blowtorch I had borrowed from Dale Davis. Stopped back to the plant &

had lunch at the cafeteria. At 1:00 I drove back to get Mary at the college - she dropped me off at the office & took the car. I had a busy afternoon getting things finished up for the week. There was quite a little anxiety as to what the broadcast would be at 4:30. All of our school staff gathered in Room 202 at 4:25 for Mr. Watson message - Blachie had called asking me to send a telegram to Mr. Watson for the Dept. right after the talk. All Dept. heads had been reminded to send telegram. The program started promptly at 4:30 - Mr. Kirk first presented one of the Board of Directors - Mr. Willard H. Booth - he paid tribute to Mr. Watson for his very liberal policy - he had even changed his contract in favor of the company over the 32 years he had been president six times. Also he had accepted no profit on War Contracts for his personal salary. However ~~this morning~~ money had been put in a fund called a Watson Fund which now amounts to \$1,367,000. Mr. Watson has further reduced his percentage of the profit to 1/2 of 1% for his current salary. The other 1/2 of 1% is being placed in the Watson Fund for the general welfare of all

IBM Employees. - Mr. Kirk then presented Mr. Watson - Mr. Watson started out by saying "Here we are again" - he paid tribute to the fine job being done by all employee. Mentioned that there are 193 Service men to return to IBM yet. We have hired 1259 new veterans since V.J. day. - But the big news was his announcement that all employees with 10 yrs. or more service with IBM would have 3 weeks paid vacation starting in 1947 - also starting next week all hourly employee would receive a 10¢/hr increase in pay. That we brought a round of applause from everyone. He also mentioned an advance in payment of commissions to salesmen. The broadcast was by telephone from Plant #2 at Poughkeepsie to all plants in the U.S. & to World Headquarters. It was over about 4:50 - I had Don all posted to read a telegram - I guess we were the first one to get a telegram on the wires - I sent the following wire. - "I am overwhelmed by your continued interest in all IBM employees & their families. Your message to-day was heartily received by the employees in my

Dept. & they pledge their continued support. All of the division heads in the Dept. of Edu. sent telegrams. Everyone was delighted, of course, over the announcement. We were welcomed by everyone. Mary was on hand for me at 5:00 so I left right on the dot - hurried home - Mother & Mary had everything packed up ready to leave for N.J. I had some of my things to get together & then I am a couple of sandwiches before loading everything in the car. Mary & Mother helped me some - we sure had a full car - Mother had a lot of groceries & gifts she had bought for Christmas. We left about 6:00 for home - Mary, Mother & the girls ate their sandwiches while I drove. We stopped in Clark Summit at our usual stop, the drug store, & got some ice cream - also did some shopping in a store next door. We hit some of the road construction over the Poconos - it sure is bad in places. Mary drove from the Poconos on home - got in here about 10:30 - Jack & Eleanor were expecting us. I had the car to unload & then we sat around & talked until midnight. We were all anxious to see how Eleanor was - she looked fat & fine as ever. To bed 12:15.

10/26/46 SATURDAY:

Very rainy & warm this morning. Got up about 8:30 - I had planned to start cleaning the car this morning but it rained most all morning so I had to give up that idea. About 10:00 I had Barbara help me mount some balsacone slides - started on the one Bill Long had given me of Hawaii. Jack Maxam was going to work on the Maple Lodge sign but it rained him out of that job so he was home most of the morning. Mother had lunch for us about 12:15 - after lunch I got cleaned up & about 2:00 May & Eleanor left to drive down to Somerville to see Aunt Katherine - I had her drive me down to see Dad - we met Dad & Mr. Himmel on their way up town at Clowes' so I got out there & they went on. Saw Harry Clowes - he is running the stand now since Mr. Clowes died. Mr. Himmel got some meat there every weekend. I went along with Dad & Mr. Himmel, they went to about every store in Lebanon doing their weekly shopping. I got quite a kick out of seeing Mr. Himmel shop for groceries. We stopped at the Hotel on

usual for some bread & M. Himmel ate his sandwich. Dad wanted to show Mr. Himmel a young bull he is considering buying so Mr. Himmel drove us over to the Kelley Farm. It had cleared up this afternoon & was a beautiful afternoon but was very warm. We found Mr. Kelley home - I had never met him before - he is one of the executives in the General Motor Corp. He went with us over to one of his farms to see the young bulls - they were out to pasture so we had to walk down across a couple of fields. I got some pictures of Dad, Mr. Himmel & Mr. Kelley - I got quite a kick out of Mr. Kelley with his large 3 ring binder in which he had the pictures & registered papers of all his cattle. It looked like he was on a business call instead of in the pasture. Came back to Wayside Farms with Dad & Mr. Himmel - Russ showed me the little 5 cylinder motor he had gotten for the model plane he is building. He started it for me - it run very nicely. Dad drove me back up to Mothers' about 5:00. Mary & Eleanor didn't get back until about 5:30 - they had a full afternoon of visit-

my relatives - made several different stops. I got into my old clothes & started building a place model of the model highway in Jack Mapinis work shop in Mother's cellar. Jack came down & helped me some - had supper about 6:00 - Jack & Eleanor ate with Mother & the rest of us. After supper Jack & I went back to work in the basement - Jack did some work on a sign he is making & I continued on the place model - Jack had a bad cold & didn't feel well so he gave up about 8:30 or 9:00. I worked on & about 10:00 I heard the Lebanon Fire Dept. siren start howling - we all ran out on the porch & could see the fire down below Lebanon - Mary, Eleanor & I jumped in the car & drove down - Jack was in the bath tub & could not go with us. We found it was Sanford Barnes' barn - the Lebanon Fire Dept. really had a job. I took my Leica with me & got a couple of pictures. It was amazing to me - the way the barn kept on burning even with all the water they poured on it. They were able to confine the fire to the one barn but it burned all the way down. Jack finally

got down there & by coincidence we ran into him in the crowd. Came back to the house, cleaned up a bit & then about 11:00 Jack & Eleanor went with Mary & I down to Old Timbin. We had some eats & drinks - watched some of the younger set enjoying themselves. Got back home about 12:30 - did some writing & to bed 1:00.

10/27/46 SUNDAY:

Slightly but very warm to-day - unusual weather for this time of the year. Got up at 8:30. After breakfast I set up my equipment & shot some titles with my movie camera. Mary took the children to Sunday School - also stopped up for little Billie. When she brought the children home at 11:00 I was ready & we drove down to see Dad, Betty & Russ - Russ tried to start his new 5 cylinder model airplane motor but couldn't get it going. I took some pictures of him anyway - both movie & still. Babe & Mary Lou had some fun running around the place. I took a couple pictures of Dad with his shot gun. Mary & I arranged with Dad, Betty & Russ to come up to visit us next weekend at Endicott. I tried to talk Dad into coming up Friday Evening but he &

also Betty & Ben myself coming up early Saturday morning. Drove back to Webster about 12:15 - she had dinner ready for us. Jack & Eleanor are with us so we all ate together. Hurried around after dinner & got packed up to leave for Endicott - took some pictures before we left at 1:30. Due to the bad road where the construction is being made in the Poconos we decided to go back by the way of Milford. Stopped in at Dade & got a basket of apples & said good-bye. It cleared up this afternoon & was a beautiful drive coming back. With the warm weather & late fall the leaves are still going on. We drove around by the way of Franklin to see the Dennis - we hadn't seen them for about 2 years. Had a real shock when we stopped at the house where they had lived. A Mr. Peale lives there now & he told us that Willard died of a heart attack late February and that Dolie is living with her folks now & has gone back to teaching school. I had Mr. Peale come out to the car at my cold bus what he had to say. We are all surprised. - Came home by the way of Milford & then crossed over the little

toll bridge at Lapenwack to Route 97. —
 got into Handoock about 5:40 & stopped
 there for some ice cream. Mary drove from there
 on home — got home about 7:00 — I was sur-
 prised at the distance — it was 191 miles
 the way we had come — almost 50 miles fur-
 ther than by the way of Scranton. I had no
 idea it was that much farther. Had a busy
 evening helping Mary get everything settled. I had
 a movie film I had taken with Ralph Walker come
 back so I set up the projector & showed it to the
 folks — then Mary Lou & Barb wanted another film
 so I obliged them. Tom Jones called to inquire
 about the program for to-morrow night. I called
 Glenn Hutchinson & learned his friend from China
 had arrived & will speak to on Bethel Brotherhood.
 Listened to the radio — wrote a letter to the
 Misses Hawley at England & sent them
 some of the pictures I had taken when they
 visited us. To-bed 11:00.

10/28/46 MONDAY:

Dull & warm to-day — got up at 7:00, Mary rode down to plant with me at 8:00, we
 took Barb & Mary Lou to school. At 8:30 I
 sat in on a Mr. T. J. Sison — Ralph Gauthier

led the group in a discussion on Personnel Procedure & did a very good job. - Wrote to Dave Sanford asking him to attend the American Apprenticeship Round Table meeting in N.Y.C. on Dec. 5th & 6th. in my place. - Blackie got a call from Arton all the way from Los Angeles this morning - he called me & asked Bill Robinson's full name - W.C. Robison - saw Blackie later & learned that Arton thought he had seen Bill in a hotel in Los Angeles. At 10:30 we started another group in our Mgr. Trg. Program - I had Cy McElvain & Walt Harris over to represent top management and had them say a few words. Mac led the group discussion on the topic "The Mgr. his Job & his Qualifications" Had lunch at the cafeteria & then walked down to the Post Office to mail the film of titles I had taken this weekend - also stopped at Sibley's for some new film. Heard this morn that Paul Manieri had been promoted to Ass't. to Bill Lewis. He will be taking Geo. Green's place. Geo. is retiring. I saw Paul this morn & congratulated him. At 2:00 I sat in on another Mgr. Trg. session - Ralph LaLoutte was the leader - it was a good session. Mary called about 4:00 & said she had 2 flats

This afternoon. She had put the spare on the car & it had blown with a terrible bang in the heart of Johnson City. She had John Smith come over to fix it. She picked me up at 5:15 - stopped over to John's to see the tire. It was the recap I had gotten from Floyd Alpaugh for \$12.00 - only had it on the car once before. It was sure a lemon. - Had supper with the folks then at 6:30 I drove back to the office. At 7:00 when I started on first 2nd. shift group of Managers in our Mgr. Pg. Program. Homer Bookstaver & Ben Fintner represented top management & I called on them to say a few words. I left at 7:45 & drove over to the Church for our Believel Brotherhood meeting. There were only about 20 out to the meeting. Walt Harris was there for the first time. Glen Hutchins had his friend Dr. Mitchell with him & he spoke to us about some of his experiences as a Missionary in China for 41 yrs. He was very interesting. Had some refreshments after the formal part of the meeting. Got home about 9:30 & finished photographing the title for the Triple S movie. Read the paper & To-bed 11:15.

10/29/46 TUESDAY.

Partly cloudy & very warm again to-day. Up at 7:00 - drove down to plant at 8:00 took Babs & Mary & Lou to school. Left my car at the Buick garage to have the generator fixed & the squeak taken out of the motor. Eddie agreed with me that the fan belt was squeaking. At 8:30 we had another Mgr. Try. Lemon - I let Mary sit in on it. At 10:00 Cliff Burner stopped in the office. Mary & I spent some time with him outlining his material for the Mgr. Try. Lemon. At 11:30 I walked down to the Buick garage to get my car. I discovered the rocker arm on the motor were not getting oil & were therefore squeaking. Eddie hadn't discovered it so he put a man right on the job to clean out the oil line - it took him some time so I had Eddie loan me a car to drive up to the house - a packard he had at the garage - I believe it was Ben Oxtander's old packard. I found out later it was Bert's old car. Mary had gone back to bed & was still sleeping - all the doors were locked & I thought at first she was gone away. Had lunch with Mary & then drove back to the office at 12:30 - took my projector with me & showed the movie I

Took of the Christmas Party we had at the school last year. I showed it 3 times so different ones could see it - they all got a kick out of the pictures. About 1:15 I drove back to the house to get the titles I had made for last year film of our Christmas Party (1947). Stopped by the 1st Presbyterian Church & got a picture of the church to add to the film. Took the packard back to the garage - Eddie showed me the trouble they were having with my brick - the oil passage in the whole rocker shaft & arm were badly plugged with sludge. Eddie even thought it might be necessary to take it off. It seem the detergent oil I have been using had loosened up a lot of the sludge & had really caused some trouble for me. I had them take off the pan under the crank case & clean it all out to get rid of some of the sludge. At 2:00 we had another ^{app.} try. Samson, I had Mac sit in on it. Bob Hendon, Don Knott & Ray Davis gave me some help on writing some titles for the movie of the Christmas Party. I called Paul Tate this afternoon to ask him about going to Poughkeepsie on the 18th of Nov. At 5:00 I walked down to the Brick garage - They had some trouble with getting the pan back on the motor -- gee I sure was disgusted!

Got the slip from Eddie & it was for another \$20.00. About \$10.00 for labor on cleaning out the sludge. Mary & I both have gotten plenty fed-up with the money we are spending on the car. Mary even wants me to trade it in on a new Chevy & damn if I'm not beginning to consider it seriously. While I was waiting for my car I went in the office with Claude Fudie & inquired as to the possibility of getting a new Buick & what kind of a deal he would give me. He said he thought he might get a car for me between now & the first of the year but didn't advise my getting a car at this time since after the first of the year there will be a new model & I might as well wait until then. He said he could give me \$952.00 for my car & the new Super Buick I want, a two door sedan & would cost me \$1800.00 or in would mean \$853.00 to my car for a new Buick. That seems like a lot of money. Drove home at 5:30 - had dinner with the family & then drove back to the plant at 6:00. At 7:00 I started the 2nd. & last group of Second Shift Managers in our Mfg. Prog. Program. Cy McElwain & Horner Bookstaver were there to represent top management. I don't think

The night off & I served as discussion leader for the group. Had a good session - it was over at 8:30. Stopped at Hobby Store on my way home. Heard the Jr. Chamber program on WNBF - Ben Frey was moderator and had Paul Yancini, Clay Nicholscher & Harry Stoller asking & answering questions on the subject of Community Planning. Home about 9:00 - Mary had gone to the movies with Virginia Bibby. I set up my title & shot the title Don had typed for me this evening for the Xmas Film. Mary got home about 10:30. To bed 11:15. -

10/30/46 WEDNESDAY:

Partly cloudy & cooler to-day - up at 7:00 - finished up the movie film - took a few pictures of Babe & Mary for leaving for school. Took Babe & Mary down to school. Stopped at the post office & mailed the film - got to the plant about 8:10. Went right over to Cy McElwain's office to remind him again that either he or Ben Kentner were to be the leader in the Mgr. Tz. Program at 8:30. I was surprised to learn that Cy wouldn't be in until late & that Ben had gone home sick yesterday & hadn't come in. That we left Mary & I in a spot.

We had no leader - & of all things our top management let us down. It was fortunate for us that Homer Bookstaver came in to sit in on Cjs' session so he would be better prepared for his session with the 2nd shift group. Homer agreed to take over as leader so he helped us out of the hole. It was only a fair session - Homer did a good job considering he wasn't prepared. I called on Mac to help on the black board work. - Had another Mgr. Tg. session at 10:30 but I let Mac sit in on it. I called Cj McElwain - he was up to the Sheltered Work Shop in Binghamton - he was there on a visit - he admitted he had forgotten about the Mgr. Tg. session at 8:30 & was very apologetic about it. - Walt Crostley told me to-day that he has been asked by Mrs. Watson to visit on Africa on the west coast with the President Douglas for 5 weeks. Walt also told me that at the Board of Directors meeting at W.H.Q. Yesterday young T.J. Watson was elected to the Board. It was announced in the local papers to-night. - Had lunch at the cafeteria about 11:30 - ate with Ray & Bob and Bob Landon - Landon told us about the year they are making an

Poughkeepsie for the visit this weekend by the delegates to the United Nations Organization meeting in N.Y.C. They are all visiting Plant #2 on Sunday. I received a call from Bill Lewis from Plant #2 this noon, he asked what I had done about starting a Manager Training Program at Poughkeepsie. I explained I had planned to start one after we had the program well under way & that I was planning to go to Pk. on the 18th. of Nov. Bill thought that was too long to wait & asked me to start it sooner. — I plan to go to Pk. next Tuesday. — Bert Fenster came over at 2:00 & led the Mgr. Tg. Program — the topic — "The Manager's Responsibility to Management". Bert did a good job —. I had a terrible headache all afternoon. — Saw John Barton & invited him to sit in on any of the Mgr. Tg. sessions. There was a General Mgr. Meeting at 4:30 — I asked Mac to sit in on it for me — I learned later that Cy McEwan had discussed the new rate structure with the manager since the announcement by Mr. Watson of last Friday of the 10¢/hr. increase. Cy also announced the promotion of Jim Latell to Mgr. of Methods Analysis Dept. & Carol Lynch as his assistant. Jim is taking over the job Homer Booksaver left when

he was made Ass't. Superintendent. Mac & I called
Dave Sanford about 4:00 - I told Dave about
my coming down to P.K. next Tuesday. - At
4:45 I drove out to Stoyer school to get Barbara,
she had stayed to the Brownie Club & they
had a Halloween Party. At 5:00 I drove back to the
Church & got Mary Lou & Caroline and Martha Babb.
They were all in costume & had attended a Halloween
Party. - They were looked cute - drove the Babb
girls home on my way home. About 6:00 I drove
back to the office & at 6:30 I drove down to
the Hotel to our Lions Club Meeting. We honored
the Draft Board #450, Mr. James Sweet, Dave
Lewis, Free Rider and their chief clerk Lee Loomis.
County Judge Dan McAvoy was the speaker. Each
of the three members of the Draft Board were presented
a Certificate of Merit by our Lions Club. Pres. Ben
Hansen was about 25 Vice Pres. Morris Powers pre-
sided. It was a very good meeting - I wish we
could have more like it. At 8:00 I drove over
to Binghamton to the Elks Club to attend the
Jr. Chamber Smoker. The Bingham Jr. C. J.C. had in-
vited the members of all Jr. & Sr. Chamber of the
Triple Cities. There were about 250 out to the
meeting. The feature of the evening was an
address by Selden Waldo on U.S. Jr. C. J.C.

President. Selden gave an excellent talk on young men's responsibilities to his community, state, nation & the world. Saw Selden for a few minutes after the meeting. The entertainment was the 4 Sharps a Barber shop Quartet & the Country Store artists from WINR. - I spoke to them after the show with reference to appearing on the program for one of our Lion Club Meetings. It was an excellent program. I sat with Hugh Smith at the meeting. Had refreshments after the program - beer & pretzels. I drove home about 10:30. Mary had gone to bed. It had been so hot to-day that it was more like summer than fall - 78°. Mary had the heat turned all the way down but with the stove turned on & running even so often the heat in the house was terrible. I went down & shut the furnace off. To bed 11:15.

10/31/46 THURSDAY:

Cloudy & windy to-day. Got up at 7:00. At 8:00 I drove down to the office - took Baba & Mary Lou to school. - Both Cy McElwain & Ben Kettner were over at 8:30 for the 2nd. Yrs. Seminar. Cy led the group on a discussion of the Manager Responsibility to Management. He did a good job but did too much of the talking.

he would answer all questions himself instead of throwing the question back to the group. I mentioned it to him after the session & he agreed it would be better to ask the group for their opinion. I hope he remembers it for his next session. Mac sat in on the session at 10:30. I drove home at 11:30 - had lunch with Mary & got my lights down off the attic to be ready to take the pictures I wanted to take this afternoon. It had gotten quite a bit colder so I started the furnace again. Drove down town about 1:00 - stopped by the office to get my check - went to the bank - did some shopping & returned to the office about 1:30. At 2:00 I had Mac sit in on the Mgr. Trg. session - Bert Kintner was on hand as the discussion leader. Called Dean Battle & arranged to see him to-morrow. At 3:30 I hurried home & went to work on the pumpkin. Mary had called Virginia and asked Caroline & Martha over & then Eddie DeVenti came over so I had my hands full. I took both black & white & color pictures of the group of children around the pumpkin. I had a lot of fun making a jack-o-lantern out of the pumpkin. Mary got pretty well disgusted with the mess we made in the kitchen. I helped her get supper & afterward

helped her with the dishes. After supper we put the jack-o-lantern in the window & all went outside to take a look at it - it sure was a honey! About 6:15 Mary drove me down to the plant & then drove Barb & Mary Lou on over town to take part in the Jr. Chamber Halloween Parade. I stopped in the Hardware store on McHenry Ave & did some shopping - walked on over to the school. At 7:15 I sat in on a Mgr. Try Session for the 2nd. Shift Managers. Eleanor Irvine led the group in a discussion on employing and Clyde Lanhee led the group in a discussion on Training, Supervising, Promoting & Discharging. It was a very good session - one of the best we have had. Mary stopped by for me about 9:00 - she had Barb & Mary Lou with her - They had enjoyed the Halloween Party & Parade. Read the paper - did some writing & To-bed 11:00.

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11/1/46 FRIDAY:

Cloudy & cool to-day - it really turned a lot colder in the night. I slept late this morning - got up at 8:00 had to hurry around as Mary had to be in Beaufort at 8:45 for a beauty appointment. Didn't have time to get any breakfast. She drove me down to the office about 8:20. I called Geo. W. Johnson's office & got an appointment to see him at 9:30 - Al Toppleman H had written me asking me to get a judge for our N.Y. State Jr. C. J. C. Distinguished Service Award Contest from this area & I had thought of Mr. Johnson - I called Paul Spameri & he agreed with me. Walked over to Mr. Johnson's office at 9:15 - stopped at a little restaurant on York Street & had some breakfast on my way over. I was pleased to find Mr. Johnson receptive to the idea of being a judge for our Jr. Chamber Distinguished Service Award and he accepted my invitation. - I got quite a kick out the set-up in his office - I had never seen it before. He has an old roll top desk much the same as the one Dad used to have & that Mother had turned out years ago. And his great chair is an

old style Rother of the vintage of 1900 - it
was in way behind the times. However per-
haps the Johnson had a good reason for not
trying to be at all high tech - they have a
some what different class of employees to work
with than we had in IBM. Stopped over town
on my way back to the office to get a hair cut.
Got back to the office about 11:00. Went over to
see Bruce Bruckler - he had been in N.Y.C. all
week. Told me of a new device he had seen at
W.H.Q. An English inventor is trying to sell it to
IBM. It is a means of automatically changing frame
on a sound slide film from the record. Stopped
over to see Ray & gave him a report on the
Mfr. Try. Session I sat in on last night.

Had lunch at the cafeteria about 12:00 - ate
with Eddie Davies. About 2:00 Ray drove me
over to Triple Cities College - I had an appoint-
ment to see Dean Bartle. - I found
him in high spirits - he was all peped up
about his trip to Italy - he leaves next
Wednesday to fly to Italy & will be gone
for 3 weeks. He is being seen over there by
the state dept. for consultation with other
experts in geology - Dean Bartle was for
20 years active in this field & is still

considered as one of our Nation experts. He was
ever most friendly & cordal to me — asked me
to call him Glenn — he took me for a tour
of their temporary buildings & showed me the
classes that were in session. We got quite a
kick out of some of the temporary set-ups. Un-
til they get their heating plant finished they have
a pot-bellied stove in each room. In one room
a painter was working while a class was being con-
ducted. Had about an hour session with Glenn,
he even got out his confidential file on his
family & showed it to me — it had all
the salaries listed so I had a chance to see
just what each one is being paid — Dean
Battle is the highest of course — his salary is
7000.⁰⁰ — the next highest one is Ben Moore &
his is \$4200.⁰⁰ The members of the faculty
get from \$2400.⁰⁰ to 4000.⁰⁰ — only two or three
of them get \$4000.⁰⁰. — Glenn was interested
in working with us on our requirements for some
engineering courses for our engineers. He told
me of his plans to have a social even-
ing arranged for our joint families — sug-
gested it be a Christmas Party & he liked
that idea. Saw Ben for a few minutes
before I left — he was interested in

knowing what Mary thought of her art course but I didn't say much about it. Ben is also quite nosy up about the project of a college site up near the IBM County Club - he is thinking of buying a lot up near where we live. Wanted to know whether we are above the zoning page. I walked back to the office about 3:30 - stopped in a couple of stores on the Avenue to look at marble cloth - saw Chee Taylor in Henry's he is assistant manager of the store. Got back to the office about 3:45 - at 4:00 Richard Schuster, Vice Principle at Central High School in Binghamton stopped in to see me - he had called for an appointment - as I expected he is interested in getting a job with IBM - another school man who has caught on to the trend - I didn't give him any encouragement - talked for about a half hour & then sent him over to see Ralph LaFosette. Al Doon stopped over to go over his outline with me for the Mgr. Proj. lesson - he had done a good job on it. He is to discuss fire prevention. He showed me the report he keeps on all fire on IBM Property. I saw the report on the Barn fire, the IBM Barn - a \$13,000.00

box. At 5:00 Mary picked me up - she had been over town stopping & Mary Lou had seen a doll carriage in ~~reduced~~ ^{reduced} price that she liked so we drove back over town - Mary wanted me to see it. We paid a deposit on it & had them hold it for Christmas. Stopped over to Bess Dawson & got a couple of developing tanks. Helped Mary some with supper & after supper I helped give Babs & Mary Lou baths before they went to bed. About 8:00 I got set up to develop films. Spent all evening getting caught up with my developing. I developed 5 - 35mm. films & one bantam. Finished about 10:30 & then read the newspaper. To bed 11:15.

11/2/46 SATURDAY:

Partly cloudy & warm to-day - it is amazing how this warm weather continues. Got up at 6:45 as I had a lot of work to do before Dad, Betty & Russ arrived from N.J. I cut up the films I had developed last night & put them away before breakfast. Helped Mary with the dishes after breakfast & then I washed the car - also polished a part of it.

About 9:30 I cleaned up a bit & drove over to Bibby's - Virginia had told May she could have 5 bottles of Karo Syrup out of the case she had gotten from the Homestead. I got the 5 bottles from Virginia & laid them on the floor of the car after testing each cap to be sure they wouldn't leak any. Drove right back home with them & was more surprised when I stopped to find that one bottle had leaked & I had Karo Syrup all over one side of the car - under the door & over the running board. It sure was a mess - had to get a lot of old clothes to clean it up. Drove down town to get some eggs & ice cream for May. Got back home as soon as I could as I expected Dad, Betty & Ben about 10:30 - I started cleaning out the garage & sure enough just at 10:30 they drove in with the new Chevy. They left home at 6:45 & got here 10:30 - not bad time. It sure seemed good to have company from N.J. Spent the rest of the morning talking to the folks. Ben helped me get the double bunt-table out of the attic - he had never seen it before. May had a swell dinner for us - a leg of lamb. Glad dinner

at 12:00. After dinner Dad, Run & I went out to the garage & we arranged things so Run could get the Chevy in to-night. Babe & Mary Lou came out & we all watched them play - it was just like a summer day. About 2:30 we all drove down town - took Mary Lou to a birthday party on State St. in Endwell. Run let me drive the Chevy - it was a full car with Betty, Mary, Dad, Run, Barbara & me. I drove around to show Run the town - it had been 5 years since he had been in Endicott. We drove down to the air port - stopped on way home & got some cider & chest-nuts. Got home about 4:30 - Mary liked the Chevy very much - she kept talking up the idea of our getting one - it drove very nice but it is far from being like a Buick. About 5:00 Run & I went down to Endwell to stopper for Mary Lou. I let Run drive the Buick - ~~Betty~~ Mary Lou wasn't ready so we drove on down town - stopped at the Hobby Store - introduced Run to Ray. Ray was interested in Run's 5 cylinder model airplane engine. Got some ice cream & stopped back for Mary Lou. Got home about 6:00. Mary had supper ready - I helped her with the dishes after supper.

Ron helped me set up the double turn table outfit & I played some records along with the movies I showed. Babe & Mary Lou stayed on to see the movie. I showed a number of my old films - all of those taken during 1942-43 & '44. Ron had never seen so many of the films were new to Ron. I also showed a lot of my color slides - it was a evening of pictures - Dad, Ron & Betty seemed to enjoy them a lot. I boiled the chestnuts - Dad & I were the only ones who enjoyed them. We had chestnuts & cider - quite a combination. I got out my bag of tricks for Ron & Betty. We spent some time working some of the puzzles. To bed 11:00.

11/3/46 SUNDAY:

Clear & warm to-day - a beautiful day. Got up at 7:00 - helped Mary get breakfast - Dad, Betty & Ron got up about 8:00 for breakfast. At 9:30 Dad went with me when I took the girls to Sunday School - we stopped over & got the Bibby Girls - Mrs. Wagner one of the maids at Bibby's rode down town with us. Dad & I drove on over to Union to see Lee Loomis - Dad hadn't met

Lee before. Lee brought out a little fawn & a skunk he had mounted. The fawn was a little upson thing that Lee took from a deer that had been killed by an auto. I took a color picture of the fawn & also the skunk. I took Dad for a little ride out thru the country & got back to the church about 10:30. Had to wait about 15 min. for the girls. Had a chance to introduce Dad to Rev. Banks, Ben Yoder & Dick Riddle and his wife. I hadn't met Dick's wife before. The kids raced back in the car on the way home - Caroline Bibby sure is a little Devil. Took some colored pictures of Ron & Betty with their new Chevy also a couple of Dad. Dinner at 12:00 - after dinner Ron & I took a ride in the Buick - Ron tried to help me locate a saddle I had in the trunk. Showed Ron all the drives thru the IBM Park - he had never seen it before. Got back to the house about 2:00. Dad, Betty & Ron left for home about 2:15. It was a beautiful afternoon. After the folks left I helped Mary with the dishes. Lee Zookin called & I arranged to meet him to take some pictures. About 3:00 I drove Mary

And the girls down to Walker & then drove
on over to Lee Loomis'. Lee took some of his
mounted birds & we drove on a few miles in
the country & took some pictures of the birds in a
natural setting. Took pictures of the a Bluejay,
Alpine Robin, Partridge & Coupled Grouse. The sun
was just right & it was a perfect set-up
to take color pictures. Came back to Lee's
home & he showed me some of the color
slides he had taken. Lee has some very
unusual pictures - I got you to be duplicated.
Got back to Walker about 4:30 - Hatch &
Peg Jerome were there with little Jim. Della
was interested in my taking some pictures
for their Xmas Card. Drove home about 5:00 -
I helped Mary with supper & after supper I
washed the dishes. Then we cut up a portion of
the big pumpkin, from which I had made the
Jack-O-Lantern, - for pumpkin pie. I also
helped Mary grate the cooked pumpkin - It
was the first we had ever made Pumpkin Pie
so we didn't know just how to go about it.
Mary put the cooked pumpkin in cans. I
spent most of the evening dating the slides I
developed. Fri. Night, Mary told me to -
think she thought I spent entirely too much

time writing my diary — I agree with her, but somehow I just can't get myself to do it. I should however condense it a lot.
To-bed 11:00.

11/4/46 MONDAY:

Cloudy & rainy to-day and colder. Got up at 7:00 — Mary drove me down to the plant at 8:00, took Bob & Mary Lou to school — At 8:30 Mary & I sat in on the Mgr. Try. Program — Al Goon & Cliff Burris were leaders for the session. It was their first session — both did a good job. At 10:30 Mary sat in on another Mgr. Try. Session, I sat in on Paul Roberts first session with a group of managers on his Quality Control Try. Program. Worked some with Ray Jarrow on plans for our faculty meeting to-night. At 11:30 I had lunch at the cafeteria with Ray & Bob. — At 2:00 I sat in a Mgr. Try. Session — Al Goon & Cliff Burris were the leaders. I talked with Blachie this afternoon — he was in Poughkeepsie last week helping with the arrangements for the visit by the N. Y. Delegation on Sunday. Blachie said Mr. Watson was very much pleased with the party —.

I tried to see Betsy & Lewis to-day about starting the Mgr. Try. Program at Poughkeepsie, but they were both in N.Y. City. Mary stopped by for me at 4:45 & drove me home. I read my mail cleaned up a bit - had a piece of Mary's first pumpkin pie - it was very much a success. At 6:20 drove back to the Mgr. Gay introduced me to Dr. Dubois who teaches math. for us from the Higher Cities College. At 7:00 we had a faculty dinner in the cafeteria - Lynn Seely came in & joined us - it was his first school function since his operation. We had a swell steak dinner - however they were very slow in serving us. It was 8:30 by the time we got back into Room 202 for our business meeting. - Gay had a picture taken of our faculty first - he then introduced each member & told the subject he or she taught. He then introduced me & I gave a short talk, charging the faculty with their responsibility as instructors. Ben Bodell also spoke, expressing the opinion of our D. of Ed. Mr. Liley. - Then Gay conducted a real work session going over all of the instruction sheets in the Instructor's Manual. Gay got

pretty tough on the folks - the one criticism I had of the whole affair was that it seemed to me that there is not enough personal contact between Ray & the members of the family. The meeting was over about 10:15 - I was glad to have this opportunity to get better acquainted with the family. I stopped over to see Mose on my way home & left some pictures of Mr. Watson for Dean Brattle. Got home about 10:45, Mary had gone to bed - I went right to bed 11:00

11/5/46

TUESDAY:

A beautiful day but windy & much colder - it was down to about 35° this morning. Some contrast to the 65 to 70° weather we have been having. Got up at 7:00 - packed - had breakfast & was on my way for Poughkeepsie at 8:00. I stopped by Russ Turhill's home in Beekman & left 3 of Lincoln slides to be duplicated & two slides to be printed - one for Dad & one for Betty. It was a beautiful drive coming down to Poughkeepsie. I made good time, listened to the radio & enjoyed the ride - pulled in at the Nelson House about 11:35. Met Stan Malloy at 12:00 in the lobby

& he invited me to attend the Eximain Meeting
 at 12:15. I checked in & then called Dave at
 the plant. He had Mr. Lammiman with him,
 the man from the De Valibis Paint Spray Co. &
 brought him up to the Eximain meeting as his
 guest. While I was waiting for Dave - I saw
 H. J. Crouse in the lobby. I spoke to him & I
 think he didn't know me at first. Enjoyed
 the Eximain Luncheon - Drove down to the
 plant about 1:45. Called Payson Hunter at
 W.H.Q. & was surprised to learn that he had
 decided not to have an exhibit at the American
 Vocational Assoc. Conv. in St. Louis. He is
 contacting Arton to learn further of his wishes
 on the matter. Dave was tied up with Mr.
 Lammiman most of the afternoon getting him
 lined up for his removal with the spray booth
 men. I drove down to the lower building & spent
 most of the afternoon with Arnold Kopus - congrat-
 ulated Arnold on his new assignment as Chief
 Instructor of Apprentice Training at Plant #2. -
 Arnold is doing a good job. Most of the
 apprentices left at 2:42 to take advantage of
 the full 2 hours that the company gave all
 employees to vote. There are only 3 fellows who
 stayed. Dave stopped down & we looked

over some of the facilities. We need a better class room & a good locker room for the boys. I tried to see Bill again & Billy but they were both in N.Y.C. to-day. I learned from Dave that Walt Yiles had resigned & had been made Vice Pres. of Frederick Hart Co in Poughkeepsie - a subsidiary of American Type Founders. At 5:00 I stopped over to see Mrs. & Mr. Atkinson on my way up town - they weren't home. Drove on up town & did some shopping. Found two stores that had the type of Lionel Electric Train I want - it should soon be available in Endicott. Drove down to Talbot's for a seafood dinner but they weren't open. Had dinner at Smith Bros. Restaurant and at 7:00 walked over to the class room - sat in on Bill Mallory's class in Manufacturing Control. Dave & Will are not satisfied with the job Bill is doing so I was anxious to see at first hand how he conducted the class. I believe Bill could do a better job - he really doesn't prepare for the class. Came out of the class about 7:30 - talked with Dave & Will for awhile & at 8:00 I came over to my room & then returned to the Theater to see the movie Betty Davis in "Deception" - I didn't care for it. Returned to my room about 10:50 - I had rented

a small radio on which to listen to the Election Return. It was obvious from the ~~air~~ that Dewey & the Republicans were having a landslide all over the country.

I read the Reader's Digest & listened to radio until 12:00. Heard acceptance speech from Dewey & a number of other Republicans - it sure was a big night for the politicians.

To bed 12:00.

11/6/46 WEDNESDAY:

Clear & warm to-day. Got up at 7:30. Had breakfast at the Yelm House Coffee Shop - saw Burn Phipps, he is being transferred to Pk. & is looking for a house. Checked out & drove down to the plant about 8:30. Mr. Lammian rode down with me. I called Bill Wain & made arrangements to see him - he couldn't see me until noon. - I spent the morning going over the outline & set-up of our Mgr. Proj. Program with Dave. Dan Bixby came in about 10:00 - I asked to see him & finally got in about 12:00 - It was my first opportunity to congratulate Dave on his new assignment. Spoke to him about rates for Dave & Will - recommended buying them up - Dave is way

below Ray & is doing a comparable job. — Called Dave in & we discussed the matter of starting the Mgr. Pg. Program at Plant #2. Dave wants us to start the program the week of Nov. 18th. Arranged to have Dave come to Endicott for a couple of days & also to have a couple of training sessions for the discussion leaders at Plant #2. Dave & I had lunch at the Cafeteria about 1:15 — ate with Bill McAllister, Danse Bibby & Jim Hern — Danse sure seems different from what he did when he was at Poughkeepsie before — now — how he is getting more like Dick — always in a trance & ~~then~~ snapping answer with little or no thought apparently. — Dave & I spent some time with Bill McAllister after lunch on his Club — I gave Bill a couple of suggestions as to how he could improve but he wasn't too receptive to any criticism. Left about 2:00 for home. Stopped at the Club Room up town & got some vacation to take to Endicott. It was a beautiful afternoon for my drive home. Stopped in Monticello for some ice cream & then at Rosco to get my generator fixed — The commutator had glazed over & didn't charge any — had to have it sanded down — only took a few minutes. Made fairly good time

but didn't get back to Endicott until just about 6:30 - I drove directly to the Fredonia Hotel to get the girls in time for our Lions Club meeting. Mr. Peach, traffic manager for the Robinson Air Lines gave us a very interesting talk on the growth & development of the airline. Ben had a Board of Directors' meeting after the regular meeting. One of the matters discussed was a letter we had received from Frank Sprigle asking for a reason why he had been removed from the Club. Morris Powers - our good lawyer in answering the letter for us. About 8:45 I drove Albie Tapp over to the school where he showed me a film on Railroading which he had gotten from the N.Y. Central. I got home about 9:30 - told Mary all about my visit to Poughkeepsie. Read the paper & to bed 11:00.

11/7/46 THURSDAY:

Partly cloudy & cool to-day. Up at 7:00. Drove down to plant about 8:00 - took Bob & Mary Lou to school. Had a very busy morning after being away a couple of days. At 8:30 Mac & I sat in on the Mr. Try. Senior - Karen Cullen & Morris Powers were the leaders - Mac told me about the trouble he had with

Spent yesterday in the fine session - he almost got into a verbal fight with some of the managers. He sure takes a very aggressive & egotistic attitude. Saw Blackie about the materials for the exhibit for the Am. Vocational Assoc. meeting in St. Louis. He advised my calling Payson Hunter at W.H.Q. which I did. Had a chat with Mac about my visit with Arnold Kopus at Poughkeepsie. Had lunch at the Cafeteria with Ray & Bob about 11:30 & then drove home - was disappointed that my movie film hadn't come back. Left my car at Smiths to be lubricated. The Mgr. Try. Session at 2:00 was cancelled & Horner Bookstaver called later & also cancelled the one for this evening. The managers have a big job contacting all their employees about their rates. They are putting on another drive on rate adjustments & many of them are being pushed up as much as 30% / hr. Mac also had to increase the apprenticeship rates. — Ken Space stopped in & told me the bad news that he had just been released by Bruehler. Ken felt that an injustice had been done & I know he sure has been a victim of unfortunate circumstances and he is partly to blame. Ray & I had quite a chat

with Ken & advised him to speak out in his own interest. He could really make it hot for Bruce if he did. I stopped right over to see Bruce to learn the whole story. He said he had had his orders for over a week now all movie work had to be discontinued & he felt Ken just wouldn't be interested doing anything else. I argued this point with Bruce for I know Ken would be glad to do now anything to stay with IBM. — I sure feel sorry for Ken. —

Called Dave Sanford this afternoon. Ah Yrs! Ken saw Blanche & told me he had been promised an interview with Clinton before he left. I called the Johnson City Post-Office several times this afternoon to check on whether the movie film had arrived. I wanted so bad to get those titles so I could splice them in the film for the church party to-night. We are having our Triple S Family Night to-morrow evening. At 5:15 I walked over to Smith's & got my car. After supper I drove over to Burlington & did some shopping — a lot of general Christmas shopping already. Got home about 8:30 — May had received a call from Mrs. Turner & she was all disturbed about a call she had received from Mrs. Clinton.

Dwayne had been taken sick on the west coast
 I was in a hospital. Edna had asked Mrs.
 Turner to come to N.Y.C. so she could fly out
 to be with Dwayne. Mary referred Mrs. Turner
 to Blackwell - I called Blackie & learned
 that he had tried to call Dwayne this
 afternoon at New Orleans & had found that
 he was ^{to} in a hospital - he then switched
 the call to Clemmons & learned that Dwayne
 had gotten an attack of appendicitis & had to
 have his appendix out so he is laid up
 in a hospital in New Orleans. He had just
 flown in from Los Angeles, Calif. I did some
 reading & To-bed 11:30.

11/8/46 FRIDAY:

Partly cloudy & colder to-day. Up at 7:00
 Mary drove me down to the office about 8:00 &
 we took Bob & Mary Lou to school. Stopped at
 the Birch Garage & had Eddie send the commuta-
 tor on the generator so it would charge again.
 Oh Yes - just after breakfast I was
 quite surprised to receive a telephone call
 from Russell Conover at Aldwick. He ex-
 plained he need my & Mary's signature on the
 deed for his farm which he had just sold.

At the time he bought the farm from ~~the~~ my Uncle Jimmie estate I was a minor so he now had to have my signature to clear the title. He said he wanted it to-day so I arranged to meet him at the Hotel Research at 1:15 to 1:30. I had a very busy morning at the office - Called Dr. Wendt on speaker for Study Club next Tue. & got straightened out on him - he is coming - he will have to drive up from Phil. as he talks there to a lecture meeting on the same day. At 11:00 Blackie had a meeting with the staff to look over the exhibits of our activities - Brumley had it set up in Room 202. At 11:30 I had lunch at the cafeteria with Ray & Bob. Mary picked me up at 11:55, drove her over to her place at T.C.C. - then I drove home got my camera & shaved. Stopped at Dan's on my way back & left the developing tank I borrowed from Dan. Met Mary at T.C.C. about 1:00 - took a couple pictures of the College Building, finished a color film I had in my camera. Mary & I met Charles Conover at the Hotel about 1:15. He & his wife had driven up from Alameda this morning. I hardly knew them. I took them over to Leon

Hermann & we signed the deed on the 2d
Leon Notarized it for us. Mr. Conover told
us he had sold the farm for \$42,000 & had
gotten \$1,000 cash. He & his wife are
going to Florida for the winter & that is
why they were anxious to get our signature
& to get their money. He had to get the
signature of all of the 37 Apples & Pears who
were the beneficiaries of Uncle Jimmie's will -
that is all of them who are now at the
time the property last changed hands which
was 20 years ago. I took a couple pictures
of Mr. Conover before he & his wife left for
New Jersey. They were to be back here at
6:00 & had planned to get Betty & Ray
signature at 6:30. I drove Mary home about
2:00 & got set up to get the title in
the Triple C name - one of my title men
had come back this morning. Ray called
from the Apples & said you had to leave
the Apples. I told him there was another
change. he had to make in the appraisement
rate. I drove right down & sat in on
the session in his place - Sam Cullen &
Maurice Conover were leaders - Morris was
called out as the Bester took his place.

I got a call from Norm Collister at W.H.Q. - he is now interested in going ahead with our book on the typing guide & wants the material back from Syracuse Univ. to revise it. I called Bill Miller & told him about it & asked him to send the material directly to Collister. The Mr. Trig. Session was over about 3:30 - I drove right back home & got at the titles again. I worked like mad & got the film all finished about 5:15 - Then drove Mary & the girls down to the Church for the Triple S party. It was family night so we had a real crowd - about 110. Mary & I served on the committee with the Stoffen, Phil Wagner, Jones, ^{Essie & Paul} & the Woods. It was a dinner meeting - a covered dish supper - boy it sure is a job to feed that many! I set up my movie equipment and used my double turn table - Clarence Manning brought his amplifier & speaker so I played the records thru his equipment. I showed a color cartoon for the children & then projected the Triple S Movie I took last year. As much ^{as} I didn't have all the titles I used Clarence's microphone to announce the titles which proved to be just as effective. The gang sure got a big kick out of seeing them -

silver in the movies. Mary & then came on afterward to tell me how much they enjoyed them & even Mr. Banks was much pleased with them. Perry Jones entertained with some music which went over well with the whole group. The committee was busy until 10:00 getting all the dishes & silver ware washed. We had a lot of fun doing it. Home about 10:15 - Bab & Mary Lou were plenty tired - especially Mary Lou, she had just run herself on playing with the kids on the beach. Read the papers & To-bed 11:00

11/9/46 SATURDAY:

A very rainy day - got up about 7:15. Helped Mary some with breakfast & with the dishes after breakfast - then about 10:00 we all left for a shopping spree in Binghamton - stayed in Johnson City & bought Bab a pair of rubber boots for winter. I had forgotten the 8 a.m. film I wanted to return to Cane so I had to drive back home for them. Russ asked me about Ken Space - he was sorry too to hear that Ken had been released from IBM. Mary, Bab, Mary Lou & I

did a little Christmas shopping - visited the
toy departments at Fowler & also Miller & McLean.
Got back home about 1:15 - I helped Mary come
with lunch & then at 1:30 I glued my ear
to the radio & listened to the Army vs. Notre
Dame football game - both undefeated teams.
Took the small radio down stairs & listened
to the game while I worked on the skater
mechanism - drilled & glued the arms to
the shafts - had to take it all apart to
get the shafts out. After dinner this evening
I drove down town - stopped at the plant
& got the two tickets Dan had gotten from
Blackwell for me to the Band Concert at the
Club to-morrow. Did some shopping for
Mary & then stopped over to Twigs' Model
Shop in Union - Albie Tharp came in so I
went back to his house with him to see the
3 cars he has made for me. Albie does a
nice job on them. We stopped over to Ken
Colman's - Albie had some work he & Ken had
to do on the train layout. Ken loaned me 3
sets of trucks for the cars Albie has built for
me. Stopped in to see Ray at the model
shop on my way home. Ray is anxious to get
the skater mechanism again for his show window.

Got home about 8:30 - Mary and Sybil Young had called & was stopping over with Earl & Mary Coney who was visiting them this weekend from Ridgewood N.J. They stopped in about 9:30 - it was good to see Earl & Mary again - had a nice visit with them - showed some movies & some color slides - They enjoyed seeing the pictures I had taken at Ocean Grove when we met them. They left about 12:00 - Mary & I to bed 12:20 -

11/10/46 SUNDAY:

Cloudy & warm to-day. Up at 7:30 - helped Mary with breakfast & washed dishes after breakfast. Dressed & at 9:30 took the girls to Sunday School. Mary called Virginia Bibby - I stayed over to take Caroline & Martha too - Martha wanted to go down with her Daddy - Dave was going in to the office for awhile. Caroline rode down with us. I stayed for the mass class - Ben did his usual fine job as instructor - he had a map of St. Paul's journeys which he used and it made his lesson even more interesting. After Sunday School at 10:45 I got Barb, Mary, Lou & the Bibby girls & hurried home. Mary was ready to drive back to church. I

put on some old clothes & went to work wiring
 up Barbara's ~~the~~ bed lamp. Blackie called - he
 had been called into the office by Bibby on the
 rates of our clerical staff - they sure are doing
 a job on the rate structure throughout the company.
 About 11:45 I started getting dinner & by the time
 Mary got home at 12:30 I had it about ready.
 Helped Mary with dishes after dinner - Called
 Gleam Watts about Babe tooth ache - she
 had a couple attacks this morning & I am afraid
 it may be one of the fillings he had put in for
 her. About 2:00 Penny Marbut stopped over to
 borrow my movie camera. He & Emma had to
 get Gary home for his nap so they didn't
 stay. I had Mary fix up Babe & Mary Lou
 & I set up my lights and took some close-up
 pictures to use on the Xmas card. Walked up
 to Snover & returned the electric drill.

Finished up my film, took some pictures of
 Johnny & Mr. Snover at work lifting the sign.
 Mr. Snover tells me he plans to move the
 shop into the basement & then move in the
 first floor to live and sell his house.

Developed the film this afternoon so I could
 print the pictures for the Xmas Card layout.
 Set up my equipment & started running about

5:00. Johnny never stopped down about 6:30 to see the shaker mechanism - he helped me do some printing - Bab & Mary Lou were much interested in their pictures. I had taken some of them imitating "Lena the Hyena" - they sure looked funny. - I set up the shaker mechanism for Johnny - he hadn't seen it before & was quite impressed with it. He told me about having seen a little model of a race track on which little racing cars were moved around with magnets under the glass road-bed - on the west coast. It changed my idea on the model highway - I believe I may go back to my original idea of using magnets below the road-bed. Mary put Mary Lou to bed about 7:30 & at 8:00 she took Bab with her out to the IBM. C.C. to the Maine Coop. Band Concert. Johnny left about 8:30. I spent most of the evening working on the shaker mech. trying to get it operating perfectly - I'm still not satisfied with it. Mary & Bab got home about 9:30 - they didn't stay for the whole concert. Read the Sunday paper and To-bed 11:15.

11/11/46 MONDAY:

Raining to-day. Got up at 7:00 - with a terrific head ache - my stomach seemed all up set - I guess I ate too much before going to bed last night. Mary drove me down to office at 8:00. Babe & Mary Lou had no school to-day - Armistice Day. I had a bad morning at the office - didn't feel good at all. At 8:30 I sat in the Mgr. Try. session with Mac. Eddie Cook & Harold Petkin were leaders - About 10:00 I went over to First Aid & got some Pepto-bismol for my stomach. At 11:00 this morning we had an announcement over the PA system. We were all asked to observe Armistice Day with a minute of silent prayer. Ken Space was in this morning - I understand he had asked to see Bibby & I learned later that he had been offered another job in IBM. I saw Ken later & he told me I could now call him FLASH - he is going to take over Sandy's work on still photography - while Sandy is away to the hospital having an operation on his hand. It sure is a shock to Ken after being a movie man all his life - but he is glad to stay in IBM. Got a call from Dave this morning - he is having some difficulty getting the leaders lined up for the Mgr. Try. Program at Plant #2.

This noon I had my picture taken at the school with Bill Dawson & two visitors to the school - a Mr. Griffin an exchange teacher from England who is teaching in Binghamton & her companion Mrs. Woodley a Binghamton teacher. - Had lunch with Blackwell at the cafeteria at 12:15. Had a very busy afternoon, felt a bit better after lunch. Called Payson Hunter about the exhibit at A.V.A. meeting in St. Louis - he still hadn't heard from Olson & was waiting word - I told him about Olson's operation. I wrote Dwayne care of Clemons at New Orleans to give him the whole story. Wella Brunner was back to see us this afternoon - she had her dog friend with her. - Lynn Seeley also stopped in to see us - Lynn told me he had reservations for he & Marianne to fly to Florida next Wed. He sure seemed pleased about it. Lynn is looking good & has improved a lot. About 4:00 I had Mar & Ray go over to Visual Aids with me & we reviewed some 7 objectives on supervisory training. - Left the pictures I had printed of Babo & Mary for with Tony Amode for her to use on the layout of the Xmas Card she is making for me. Mary stopped by for me

at 5:15 - After supper at 6:30 I drove back to the office for the reg. typ. session at 7:15 - Al Doon & Cliff Barron were the leaders - a good session. Session was over at 8:45. About 9:00 I drove over to Ray Cheney's - we discussed the design of the model highway & I took the shaker mechanism over to have Ray give me his ideas on how to smooth out its action. Ray was playing nurse maid to both his children & his brother Charley's family - they had gone out for the evening. We got the trouble in the shaker mechanism pretty well solved - theoretically at least. I left the outfit there for Ray to try out some of his ideas - he is going to solder a shoe on each magnet to help guide it in its groove. Left about 10:00 - stopped in ~~the~~ Bob Kuskwai & Johnny Simpson candy kitchen & lunch bar - it was the first I had been in it. Home about 10:45 - wrote then notes & to bed 11:00. —

11/12/46 TUESDAY:

Partly cloudy & colder to-day - up at 7:30. Drove down to office at 8:00 - took Babe & Mary Lou to school. Dave Sanford was at the office to-day - came in about 8:15.

At 8:30 I had him sit in on the Mgr. Try. Session with Mac & I. I introduced Dave to the group. — Received a call from Mrs. Leigh of Colson & Leigh, the agency through which I obtained the speaker for our Study Club this year. She was at the Standard & on her way to Elmira — just called to say hello & check on arrangements or Dr. Wendt for to-morrow evening. — At 10:30 I took Mac, Ray & Dave over to Visual Aids to preview some new Vocabulins. — Ms. Elms a sales-man was there to present them. We viewed several films. They were good but we didn't like the idea of the little cartoon "Pete" which they use as the voice of authority in the film. Ms. Elms had lunch with Ray, Dave, Mac & I at 12:30. At 2:00 I sat in on the Mgr. Try. Session — Dave had some business with Buehler so he didn't sit in on the session with me. Spent some time at 3:30 with Dave preparing material for use in the training program for the discussion leaders for the Mgr. Try. Program at Pt. Talked with Blackie — Perry Starbuck was to have him check up at Packer Hospital to-day. We expect him back with us soon. Blackie told

me that Dr. Watson is sending him to Gulf Port Miss. for 3 or 4 weeks so he will not be on hand for the graduation on the 22nd, or at St. Louis. Dave & I left the plant at 4:30 - I went down town to get a hair cut - then drove home about 5:15. Read paper & at 6:45 I drove out to IBY. C.C. to Study Club Meeting. We started promptly at 7:00 - Dr. Wendt our speaker drove up from Philadelphia & was about 45 min. late. I arranged for him to eat in the little dining room in the kitchen with Bud Austin who was also late. Dr. Wendt spoke on "What's New in Science" & gave an excellent talk. Frank Furman had me handle the question period - there were plenty of questions - Frank & Cliff Barron helped me handle the selection of the questions. Could only use about $\frac{1}{4}$ of them. We had about a half hour question period. I also closed the meeting at 10:10. After the meeting I drove Frank, Paul Manini & Dr. Wendt up to the Community Coffee Shop in Belling for a bite to eat. Paul told me on the way over that he had heard from a pretty straight source that Football was on its way out at Lafayette & that there is to be only 2 games next year.

Gee - I hope that is not true! - We had a nice chat with Dr. Wendt - drove back to the club about 11:30. Franks went to the Homestead with Dr. Wendt - I got home about 12:00 - & went right to bed.

11/13/46 WEDNESDAY:

Partly cloudy & much colder to - lay, up at 7:00 - drove to office at 8:00 - took Barb & Mary Lou to school. Saw McElwain about sitting in on the Mgr. Try. session - he has been so tied up on the current rate changes throughout the plant he has been unable to attend our sessions. Also gave him a copy of the new blueprint reading book. At 8:30 I had Dave sit in on the Mgr. Try. session with Mac. - I spent some time lining up the material for the training program at Plant #2. Dave came out of the Mgr. Try. session at 10:00 - & decided to stay this afternoon to work with me on the plans to the Ok. Mgr. Try. Program. At 10:30 he sat in with me on the Mgr. Try. session - I introduced Dave to the group. Gaven Cullen & Art Becker were the leaders. After the session I asked Gaven again for his

outline. The more has been difficult to get any-
thing out of him. - Mr. Wendt called me
about 9:30 from Hancock - he was on his
way to N.Y.C. & called to tell me he had
forgotten his glasses last night - he had left
them in the Community Coffee Shop. - I had
Dave get them & send them to him. Dave
& I got out of the Mgr. try. session at 12:00 &
then worked about an hour on the outline of
our training session at Pk. to-morrow. At
1:00 Dave & I went to lunch at the cafeteria -
we ate with Walt Harris. After lunch I
took Dave & Ray over to Blachie's office to
go over the talk that Ray Cram at Pk. had
written for the graduation on the 22nd. It was
a rather unusual talk but Blachie seemed to
like it. Blachie told us that Perry Star-
buck had been judged Ok by the doctors at
Packer & would be back to the office start-
ing next Monday - the doctor is letting him
come in for only an hour a day on the start.
Dave & I spent most of the afternoon work-
ing on the outline for our training session to-
morrow. There was a Manager Meeting at
4:15 - I took Dave to the meeting with
me - Cy McElwain conducted the meeting

on a discussion of the current rate changes. They have changed the code set-up. Your code 3-2 & 1. Code 3 is trainee & Code 2 is a qualified employee & code 1 a first grade employee. One point which they stressed is that all rates for dirty & hard physical work had all been raised considerably. The meeting was out at 4:45 - at 5:00 I drove out to Hooper School & got Bab - she had stayed for her Brownie meeting. Drove home, read the paper & got cleaned up some. Dave stopped back from The Homestead about 6:45. May put Bab & May Lou to bed and we went to the Lion Club Ladies Night at the Moose Hall in Union. Dave had a chance to see his old friend Albie Thorp. We had a nice steak dinner - entertainment by Clem Stiggenboer & Radio Club from WINR also the Lion Quartet. We left about 9:30, didn't stay for the dancing. Stopped at the Hobby Shop to see Ray a few minutes. Got home about 10:00 - sat & talked with Dave until about 11:30. Told Dave about my recent visit to Hines Veteran Hospital in Chicago. To bed 12:00.

11/14/46 THURSDAY:

A very rainy morning. Got up at 7:00, dressed & packed my bag. About 8:00 Dave drove over from the Homestead & I left with him for Poughkeepsie. The ride seemed different riding in his little old Plymouth instead of the Buick - it rained most of the way & Dave's wind shield wipers didn't work only about half of the time. I showed Dave the route we took on 97 from Hancock to Monticello. It was the first time he had ever taken route 97. I was interested to hear Dave tell about the reaction of some of the labor union faction in Pl. to IBM. - He said he had learned of some little paper put out by some C.I.O. group in which they frequently take a poke at IBM. In a recent issue they even head lined the statement "What will IBM pay to keep the Unions out" - This was at the time of the recent 10¢/hr. increase. They also tried to link Yerler leaving the company with his alleged interest in the Union. - I suppose these papers get to Mr. Watson, for Dave said they had them at the plant. Learning this - I can see why Watson has been growing the heat

on the boys to get all notes in order at all plants. Dave & I tried to get a copy of yesterday's paper in Yerburgh to read about Wilbur Edmund's talk at each of the High Schools - we couldn't find a copy of the paper. Will took the assignment for Dave since he was away. Dave & I arrived at the Nelson store about 12:05 - just a little over a half hour longer than it took me the last time - not bad time considering we didn't drive over 50 mi./hr. and only 40 to 45 ^{most} of the time. Dave drove on to his apartment to see Dave for a few minutes & then drove on down to the plant. Stopped right in to see Dave Bibby - Bob Lander was with him, just leaving for Endicott - Bob Wheeler was there with the company cadillac to take Bob back. I was most surprised to see Lee & Brown come in Dave's office - I hadn't seen Lee since he went to the hospital with a mental disorder several months ago. He looked OK. Dave & I went over to the captain at 1:15 for lunch, ate with Dave, Lee Brown, Will & Mr. Spars. Had a chance to talk with Dave about the Mgr. Prog. Program. He said he would be with us for our senior

with the leaders at 3:00. He also OKed our withholding the starting of the program until Dec. 9th. Ralph Walker was here at Plant #2 with George Bassie - I saw Ralph this noon & arranged a ride back with him to-morrow. Oh yes I was sorry to hear that Harry Klecker was in the hospital with a very sore nose - he had a boil in his nose which he had to have lanced, of all places. After lunch I called Payson Hunter at W.H.Q. about the exhibit at St. Louis - he still hadn't heard from Orton - but said he would wire the St Louis manager to-day about space for our exhibit. Bladie called me from Endicott & suggested we have some of the faculty at Plant #2 attend our graduation on the 22nd. I took the matter up with Bibby & he suggested we bring only a quarter of the group or only 5 members. It's going to be tough to select those who will be so honored. I gave Dame a copy of the new Beginning Reading Text. Had about 15 min. with Dame before we went to the training session at 3:00. I was a little surprised to hear Dame say that at the present time the most important job in IBM is to strengthen the managerial group at Plant #2 - he even stated

That was the reason he had been sent to Plant #2. I gave Dave the outline for our training session - he seemed quite pleased about it - he asked me to stay at OK for the entire Mgr. Trg. Program. - I explained I couldn't do that - he stated again that there was no more important job in all of ILM & that if I needed any further OK he would see Mr. Dix - from the I judge I shall be in Poughkeepsie most of the month of December. At 3:00 Dave opened the session with the group of 15 managers who will be the leaders in the Mgr. Trg. Program. He gave a very nice statement of the importance of the program. Dave presented me to I gave them an hour with the group covering with them the techniques of good division leadership. I quite enjoyed doing it - then I had Dave give (a demonstration) presentation to division. We all critized Dave job in light of the pointer which I had presented. It was a good after session & I was quite pleased with it. Got a ride up to the hotel at 5:00 with Ralph & Ber. Came up to my room - ordered a radio - did some writing.

Dave called at 6:30 & drove down for me - he took me out to Gilson's Colored Stone to their slate quarry ^{clerk} & meeting. I found I knew a number of the members - Jack Roberts the ~~the~~ ^{clerk} man, Slyn Bauer, Herb Salfas & Leeland Shaw - I hadn't seen Lee Shaw since before he went into the service. He has had both legs amputated but seems to get around OK. It was a good lively meeting - a swell meal & a crazy & business meeting. The boys just ~~the~~ ^{want} to have a social evening & to bid each other to have some fun. Dave & I left about 9:00 & drove back down town. I did some window shopping & came up to my room about 10:00 - listened to the radio - wrote more notes & worked some on my outline for to-morrow's sermon. To-bed 11:30.

11/15/46 FRIDAY:

A beautiful day in Poughkeepsie - up at 7:00 - Breakfast at 7:30 with Ralph Walker & Geo. Basil - Reg Chapman & another man from Toronto were in the Coffe shop also - they rode down to the plant with us at 8:20. Had a busy morning. Got a call from Ray Davis reminding me of a letter I had written at

Endorse from Don Lasher of Pk. inviting me to their meeting next Mon. Night. I called Don in Pk. & told him I thought it would be impossible for me to attend. I got a call from Blackie asking for some info on introduction of Pk. people - he told me Perry would be chairman of the graduation on the 22nd. I had thought it would be Kirk. Later I got a call from Mark Glover, Perry's sec. for some other info. — Payson Hunter called from W.H.Q. about the St. Louis A.V.A. meeting. He still hadn't gotten much satisfaction from Alton - just a note on his letter which was returned. I suggested he call Alton & he agreed to do so. At 10:00 Dave & I had our meeting with the leaders for the Marketing Program. I had Ralph Walker come in to take a few minutes to the group stressing the need of follow-up on the part of all managers. I put on a demonstration of a led discussion & then Jack Black also led the group in a discussion. It was a darn good session - meeting over at 11:30. Paul Deuell had lunch with Dave & me at the cafeteria at 12:00. About 12:45 Dave & I got the company car from John Green to drive up to Vassar Hospital to see Harry Kleckler — Brockway & McFall were there from

The place. Harry seemed in good spirits but
 had a terribly sore nose. They were trying to
 find out what had caused him to have such
 heat out on different parts of his body. This
 time it was the very end of his nose. Got
 back to the place about 1:30. Dave called
 Ray down & we spent some time with
 him going over his talk for the Graduation
 on the 22nd. Ray did a nice job. Saw
 Bibby this afternoon & asked him about
 the matter of the number of the family to go
 to the Graduation. He agreed with Dave & me
 that it was best to select those to go on the
 basis of their term of service. Ralph came in
 to St. Louis while I was there & said he was
 ready to leave for Enid - it was then
 about 3:15 - Bibby asked Ralph to check
 up on a couple of other matters so we didn't
 get away as we had hoped. About 3:30 I
 got another call from Payson Hunter - he had
 called Clinton at New Orleans & Douglass had
 told him we should have an exhibit at
 St. Louis so Hunter was going to see Douglass
 & let me know Monday. He had also heard
 from St. Louis & learned that we could get
 space at the convention. Finally about

4:00 Ralph had Geo. & me drive up to the
store & check out for him. I drove Ralph's
Station. Got back to the plant about 4:30 -
just as the 2nd shift was arriving at the plant.
Basil & I sat around waiting for Walker until
about 6:15 - I could have had some one kick
me for not having gone with Bob Miner at
4:30. I could have gotten a ride with Bob
back to Endicott. - I really think Ralph
liked to be held up - it makes him feel
important. We finally left at 6:15 & drove
down to Beacon - took ferry to Newburgh.
Stopped at Gia's Diner in Newburgh for
dinner - Ralph called Della & had her
call Mary & Geo's. wife to let them know
that we would be late getting home. Ralph
told us of the difficulties they were having
at Plant #2. It sure is a bad situa -
tion - right now about 4 out of 5 of the
machines going out to customers have to be
serviced before they will operate. Ralph & Geo.
have been policing some of the production &
assembly departments trying to get the error
corrected. They have reduced the production
about 100 typewriters a week - that is about
\$125,000.00 per week. Dause said he

just couldn't stand that - no wonder he is concerned about it. It was quite cold, we had the heater on in the car part of the way. Stopped in Deposit for a cup of coffee - got home about 11:45. Mary had gone to bed. To bed 12:00

11/16/46 SATURDAY:

Partly cloudy & warm to-day. Got up about 7:00 - helped Mary with breakfast. About 9:30 we took Bab & Mary down town shopping - Mary forgot my check so she had to drive back home for it. I had her leave me at Ray Cheney - both Ray & Charlie were working on the slate mediumism. I helped Ray finish up the job - he had it working well - soldered longer tails & also a nose & ear on each of the change over again. Ray had to take time out to help Dorothy fix Francis' hair - Ray had given her a permanent wave. About 11:00 I walked over to Union with & met Mary & the girls - drove them back to Cheney & we stayed in for awhile. Ray still had some testing to do on the slate mediumism so I didn't take it. We did some

Shopping in Union - then drove over to Endicott & made a couple of stops. Came home about 12:30 & I helped Mary get a ~~good~~ bite of lunch. Then about 1:30 we drove over to Binghamton to shop - stopped in Sean - then Walker toy store - then Blanding & there Mary got me the desk lamp I had been wanting for nearly a year. It is to be my Christmas Present - it sure is a swell lamp - it should be, cost \$16.75. I tried to get some wiring fixtures to install a light in the cellar stair way but it is almost impossible to get what you want. I sure wouldn't want to build a house now if that is the way all materials are ~~the~~ short in supply. Got home about 4:00 - washed the car & then changed the water in the radiator - put in the geyser I took out last spring - I cleaned it to get all the sediment out of it. After dinner I drove over to Ray Cheney's - we fooled around some on the slate mechanism - it seems to work perfectly now. Stopped in to Bob Kuswai & John Simpson for some ice-cream - then about 9:30 I stopped

at the Hobby store to see Ray but he was gone - I left the water mechanism with his wife. I thought I would let him put the outfit in the window himself this time. Got some oil in the car & drove home about 10:00 - was surprised to find Mary had gone to bed. I stayed up & read until about 12:00 - To-bed 12:00.

11/17/46 SUNDAY:

A rainy morning - got up at 7:30 - helped Mary with breakfast & at 9:30 I drove Babe & Mary Lou down to Sunday School. Stopped over to Bibbys & took Martha & Caroline down to church. I went to the mens class - Glenn Hutchinson called on me to read the scripture lesson. I got twisted up on some of the names of the cities in the story. Drove home at 10:45 - took the Bibby girls home. Mary had gotten a ride down to church with Olive Geedy & left a note on the door. - I cleaned out my desk - it now looks well with my new desk lamp. Called Paul Tabor at Ithaca & learned that he would be in Fonda/Cooperstown for the Jr. C. of C. Meeting Mon. Night. - I also called Ray at the Hobby Store & learned he had put the

shater mechanism in the store window & it was working OK — Helped Mary with lunch when she got home from church. After lunch I wrote a letter to Verna Relyea — Pres. Ph. J. C. of C. & gave him a message to read at their meeting to-morrow night. About 3:00 I drove Mary & the girls down to Walker's — stopped at the Hobby Shop & was disappointed to find the shater mechanism had jammed or at least wouldn't run. Couldn't find anything wrong with it —.

Had my light & camera with me — Took a whole film of pictures of little Marilyn Walker — Della wanted a picture to use on their Xmas Card.

Met Della & Aunt Rose from Spokane Washington. Took a few pictures of her with Mrs. Mrs. Ralph had left for Pennsylvania about 2:00. Mary & I and the girls drove on over to Mrs. Swich's in Union, Mary arranged with her to help with a luncheon & a tea she is planning. I drove the girls over to Kuskwaw & Simpson & got them each one of their special "Huba Huba Freeze" a milk shake made almost entirely out of ice cream. Very good but terribly cold. — Decided on the spur of the moment to see the movie, Abbott & Costello in "The Time of Their Life", at the State Theater. Babe & Mary Lou got girls

a bit out of it. Got out of the snow about 7:30 — stopped at the Hobby Shop on the way home to get the shade mechanism — Ray helped me get it out of the window. Helped Mary with supper — fixed the shade mechanism — one of the shafts were binding. Mary helped me & we cleaned up part of the basement & we made it look different. We are now determined to finish the job & really fix up our playroom. To bed 11:30.

11/18/46 MONDAY:

Clear & cool to-day. Up at 7:00 — Mary drove me down to the office at 8:00 — took Babe & May Lou to school. Had a very busy day after being away two days last week. Saw Blackie this morning — he had gotten some rate increases for me — one for Mrs. Almon & one for Bob Hendon. I announced it to each of them this morning. I'm still after Blackie to get some adjustments in the rates for my clinical staff. Perry Starbuck was in for a couple of hours this morning for the first time he was operated on for his gout. He came around to say hello to everyone. I had Mary sit in on each of the 2 Mgr. try. sessions this morning. Went over

To see Cy McElwain on changing the schedule for our Mgr. Try. Program. Ray & I stopped over to see Bruchler in Visual Aids on the exhibit materials he is working on. I stopped by to see Tony Arnold about the Xmas Card - she had started making the layout - it sure is going to be swell. Had lunch at the cafeteria at 12:30. Saw Blackie & asked his opinion on writing to Charlie Kirk to congratulate him on the article in Forbes. He liked the idea & agreed we should. At 2:00 I sat in on the Mgr. Try. Session - leaders were Bill Dolph & Charlie Isban. It was a good session & many of the managers stayed after the session even to continue the discussion. —

I called Mar after the session about rehearsing the talk the apprentice boy is to give at the graduation Friday night. Mar got quite indignant about it. She thinks it is absolutely unnecessary. At 4:00 Blackie had a meeting of the school staff in Perry's Office to plan for the graduation on Fri. night. Perry is to step right into the driver's seat as chairman of the meeting. About 4:30 I received a call from Payson Hunter at W.H.Q. - he had seen Douglas & he had decided that we should not go thru with an exhibit at the A.V.F. at

St. Louis. I received a letter from Olson to-day indicating I should attend the Convocation anyway. Don got my confirmed reservation to-day for my flight back on Sat. Dec. 7th. from St. Louis. At 5:15 Mary stopped by for me. Had supper with Bob & Mary Lou, Mary got dressed for her Lions Aux. Meeting. I had to talk her into going for she didn't know I had to attend the U.P.G. Mtg. Union at 7:15. Helped with dishes & putting girls to-bed. About 6:45 drove Mary down to Hotel Frederick to Lions Aux. Dinner Meeting. I drove over to school & sat in on U.P.G. Mtg. Union at 7:15. Homer Bookstaver attended the session. Harold Pittin & Eddy Cook were leaders. It was a good session. Stopped back to Hotel at 9:00 for Mary - she wasn't ready & could get a ride home with Alvie Keedy so I came on home. Put some finishing touches on the shaker mechanism. Mary got home about 10:00. To-bed 11:15

11/19/46 TUESDAY:

Cool & clear to-day - a real heavy frost last night - about 28° this morning - it was about the first real frost we have had this year. Up at 1:00, drove down to Office about 8:15 - took Alvie & Mary Lou to school. Had Mary sit in on

Urg. Sess. at 8:30 - Saw Blackie about the talk Mac has prepared to give at the A.S.M.E. Meeting in N.Y.C. on Dec. 5-6. - Blackie agreed with me that it should be approved by Bill Lewis. - I had to sell Mac on the idea - couldn't get in to see Bill so I left a copy of the talk with Paul Mameri at 5:00 to show to Bill. The man is hard to get to since he took over his new job. He has both Adriain Faulkner & Paul Mameri as his Lieutenant. - At 10:00 Mac & I went over to see Bud Austin about the Urg. Sess. on Human Relations - they start to-morrow. Had a session with Bud & Eleanor Irvine - they are going to assist Mac & me. Saw Stanley Evans in Personal Dept. & met a Mr. Knight who was with him. Called Dave Sanford at H.P. Douglassville this morning to give him some instructions on the arrangements for the people coming from P.L. to attend the graduation Fri. night. Received a call from Miss John at W.H.Q. advising me that Aston had asked that I attend an Adult Edu. Meeting in N.Y.C. in Thurs. or send Darrow - since I knew Darrow had called the meeting to Dwayne's attention, I decided to send Ray & I also called Dr. Daley at W.H.Q. & advised him of the meeting. Darrow told me he had 577 enrolled in the

Gen. Edu. Program at W.H.Q. That is a larger program than we have at Pt. Had lunch at the cafeteria at 11:45 - Point Woodard stopped at my office about 12:00. I drove him up to the house to see the Shaker mechanism. I gave him the whole story & a demonstration which seemed to impress him very favorably. Also showed Woody the color views I had taken of the outfit. I indicated to Woody that we should get at least $100\cdot\overline{00}$ / week rent for the outfit and he seemed to think that was possible. We agreed on a 50-50 split of all rentals with his adv. agency doing all the placing, set-up & sewing of the outfit. It was also agreed that any figures or materials used in preparing an appropriate setting for the outfit be turned over to me the day following Xmas. I went over the mechanical features of the outfit so Woody would be able to service it - I explained that I didn't want to be bothered with it since I am much too busy with my work at IBM. - Mary didn't feel well this morning & had gone back to bed - we got up just before I left with Woody about 1:15. I drove Woody back to his office in Binghamton & took the shaker mechanism up & left it with him. He plans to see Mr. Miller adv. manager at McLean's first & if he can't be

interested them Sisson & then Fowler. I sure will be interested to hear how Woody makes out. — I stopped in Ruri for some film & Xmas card stock. Ruri told me how pleased he was that Ken Space had been taken back in IBM. He told me that Ken had indicated it was largely my influence that had brought this about. Actually I had very little to do about it. Got back to office about 3:00 — talked with Carol White & also Jack O'Connor on the matter of keeping on the job — had a nice friendly chat with them. Paul Denell stopped in about 4:00 just got in from Pk — he is going to work with Blackwell this week to learn the set-up on handling a large function such as the graduation on Fri. night. I kidded Paul about becoming the Blackwell of Plant #2. — I called Ben Hansen for Paul to try & get him a ticket for his new Chevy, but Ben didn't have any. Lynn Seeley stopped in to bid us farewell before leaving for Florida. He & Margaret leave on the mid-night train for N.Y.C. & they leave Newark Airport at 9:00 to-morrow to fly to Florida. Lynn sure was pleased about it all — he said Margaret was really frightened — she had never flown before. I sure am happy for them — it sure is swell that the company will do this

for them. Drove home at 5:15 - stopped for some ice cream. Broke my glass at the supper table - tried to read the paper after supper without them. I could see OK but it started to give me a head ache so I gave up & drove down to the office about 6:30 - used my safety glasses. They sure came in handy. At 7:15 I conducted the Mgr. Pg. Session for a 2nd. Shift Group. Harold Pittin & Eddy Cook were discussion leaders. It was a good session. At 9:00 I stopped over at the Hobby Shop to see Ray - he was still interested in getting the shaker mechanism back. I told him I had turned it over to an adv. agency. Home about 9:30 - wrote to Betty & told her about our coming down to N.J. for Thanksgiving Weekend. - The news to-night was all about John Lewis & the pending soft coal strike. It sure looks bad now. To-bed 11:30

11/20/46 WEDNESDAY:

Clear & cool to-day - got up at 6:45 - Drove Bill & Mary Lou down to school & to office at 8:00. Did some calling & then got Austin & Luther lined up to sit in on the Mgr. Pg. Program. At 8:30 I sat in on our first Mgr. Pg.

Session on Human Relations. - Bud Austin was discussion leader - it was a very good session - Bud really did a swell job. The discussion went on for 15 minutes past the time to adjourn. Saw Blackie after the session - he was making up an estimate of educational expenses for 1947 for Mr. Kirk. We arrived at \$6,000.00 for Gen. Edu. & \$102,000.00 for Apprentice Pg. Of course much of the apprentice work is self supporting. Blackie showed me a letter he had written to Alton regarding the situation that Daley is facing at W.H.Q. with the Gen. Edu. Program. I also wrote Alton this morning advising him of the current large enrollment of 577 in the fall term. Had lunch at cafeteria at 11:30 with Ray & Bob. After lunch I drove down town & left my glasses at the Big Special to get a lens replaced. I had to wear my safety glasses today. Drove on over to Union to Union Paint & Wall Paper - ordered Anti Color Enamel for the basement floor. Also stopped at Earle's to inquire about a radio - Earle let me take an amplifier - a

14 WATT Brentwood. Stopped around to Albie Trois home and got the 3 model box car he had built for me. Albie did a nice job on them but they cost enough - 4.00 each. Got back to you about 1:30. At 2:00 I conducted the Mys. Inv. Session on Human Relation. Had Paul Denell sit in on the session with me. Eleanor Divine and Paul Austin were on division leaders. Ben Kutter sat in on the session. We had a good session. - Met with Ralph Allen the Brentwood angelina after the session - he didn't think too much of it - indicated it would not be worth 40⁰. Saw G. McElwain this afternoon & tried to get him lined up to attend a session to-morrow but he will be out of town. Drove home at 5:00 - stopped to Hopper school to get Baba - she had stayed for her Brownie meeting. Mrs. Almon saw me on the water & giving a tax for one of the apprentices boys for the graduation. I called Virginia Rippy & learned I could have to wait tax. I decided

later it would be poor policy so I gave up the idea & called Virginia. At 6:15 I drove down to Frederick Street to Zion Meeting - only stayed for dinner - drove back home at 7:00. Called Walker by phone & learned he had received the electric train & had the one I wanted. — Got into some old clothes & went to work on the basement. May helped me - I mixed up some paint & she painted the cellar stairs. I started putting on the Kay-Tite on the walls - had some cracks I had to patch first. We got a big kick out of working on a project. To-bed 11:30.

11/21/46 THURSDAY:

Clear & cool to-day. Up at 7:00 & to work at 8:00 - May drove me down & took Bob & May for to school. The first thing this morning Mac & I got the 8 apprentice graduates to gether who are to receive their diplomas this night & had Bob Edwards & Blackburn give them instruction on the line up at the Banquet. Mac took the Mr.

Arr. Denver at 8:30. - Ray Davis was
 supposed to leave for N.Y.C. this morn-
 ing on the 8:00 o'clock flight of Pan American
 Air Lines but it was so foggy the plane
 from Alaska couldn't land so he had
 to wait for the 11:00 o'clock flight -
 he came in the 12:00 pm plane for a while. At
 10:00 Al Thompson & Boyd Stappan met
 me over at the Office & I went with
 them over to the Sec. St. Nickel school
 to see the principal Mrs. Feickert about
 the Sight Saving class. Mrs. Feickert
 took me to the class room where we
 met the teacher Mrs. Fotony & had a
 nice chat on what the class needs.
 We had quite a discussion on the many
 things that we needed for sight
 saving work. - I was surprised to learn
 that there is no special position for
 these students after they leave the 6th.
 grade. We certainly learned a lot
 about what our front club could do
 to help with the sight saving work.
 One thing we agreed we could do right
 away is purchase them a radio to
 use to get the Radio school & the

air. Mrs. Foltom indicated she could make good use of these broadcasts in her teaching program. Got back to the school about 11:15. At 11:30 I went to lunch at the cafeteria with Bob Sheridan. After eating I walked down town & did some shopping. Had a radio reserved at Ben Gouffa for the Lions Club to give to the Senior Swing Club. Got back to the office about 1:30. At 2:00 I conducted the Mys. Tg. session on Human Relations. Eleanor Divine was there from Personnel Dept. & led the discussion & Ben Gintner was there from top management. It was only a fair session - Eleanor was a weak leader. Mac called me after the session & told me he had heard that some of the manager didn't think much of the session. I think he had talked with Ben Gintner & Ben didn't like Eleanor anyway. Had quite a chat with Eleanor after the session - she told me about the session they had with Mr. Watson at W.H.Q. recently on rates. He had told management at the various plants to increase rates immediately & consequently they had followed his instruction & in trying

to do it to meet Watson dead line but we
 handled it in many cases. Eleanor & I agreed
 on one thing & that is they all take Mr. Watson
 to steadily - it would be better if management
 used more good common sense in carrying on
 Mr. Watson ideas. Eleanor said they had really
 made a mess of things in putting on the recent
 dinners in the plant here at Endicott. I
 called Dre at P.K. this afternoon to give him
 some final instruction on the people who are
 coming up to-morrow to the graduation.
 Mary stopped by for me about 5:15 - drove
 home - read papers & at 7:00 drove up
 to Horace's to the Customer Graduation.
 Oh Yes! Mary had gotten the electric train
 that I had ordered to Wallen by now to-
 day. I unpacked it when I got home from
 work. Bab & Mary for wanted me to see
 it up to run but I didn't have time. The
 Customer Dinner turned out to be a very
 informal affair especially the talk - there
 were the customer representatives who spoke &
 they told some pretty raw jokes. Jim Daye
 spoke for the Endicott I.B.Y. organization.
 Geo & June Metz were at the dinner
 we hadn't seen them in a long time - in

Sister Louise hasn't been back since she left here about 3 or 4 years ago. Mary & I hurried home after the dinner - got about 9:20 - put on some old clothes & went to work on the basement. I painted up some more of the wall & Mary finished painting the steps (cellar steps). To bed 11:30.

11/22/46 FRIDAY:

Cloudy, rainy & cold to-day. Got up at 7:00 - hurried around & drove down to work about 8:00 - took Babe & Mary Lou to school. About 8:30 I drove over town & got my hair cut - stopped back to the Buick Garage & had Eddie fix the generator, the commutator had glazed over again & wouldn't charge. I ordered a new armature - they are hard to get. Claude told me he had a new Buick for me - a 2 door super if I wanted it - could have it right away. I told him I would take it if it had hydro-matic shift - he claimed they won't have this until 1948 - I believe they will have it next year. Drove home for Mary about 9:30 & she drove me back to the office - on the way

down she reviewed her notes on her art course, she was having a test to-day at her class. We stopped over to the Binghamton Optical ^{Office} & I got my glasses. It sure was a relief to get rid of the safety glasses - they are too heavy to wear all of the time. Had a busy day getting things lined up for the graduation. At 11:30 I had lunch at the cafeteria with Bob Sheridan. Ray Fair was back from N.Y.C. this morning, ~~but that~~ he gave me a verbal report on the visit he had with Drew Daley - Drew is really having his troubles & I do hope Elton will do something about correcting condition at W.H.Q. on their educational set-up. Ray had to spend more of the day at the Homestead taking care of the transportation for Mr. Watson's guests. The people from Boughbray who were attending the graduation to-night started to arrive about 2:00. Dave Sanford was one of the first to arrive - many of the people came here to the school & we gave them their instruments for their housing accommodation. We had 5 of our Gen. Ed. students to be honored, ~~so~~ they were honored at the Homestead & the five members of the faculty & their wives were housed ^{at} the Hotel Frederick.

I took Dave over to see Mr. Almon & I got some information on the Apprentice Graduate. Keith Martin was in my Office for awhile this afternoon for awhile - he showed me a prospectus on the new Art & Science Museum which Mr. Watson is planning to build. It was very interesting. Brad Austin sent over a Mr. Finch, Vice President of the Standard Co. for me to give a picture of our educational activities. I spent about an hour with Mr. Finch - I was interrupted about a dozen times so I couldn't do a really good job. Dave Sanford & Will Edmonson stopped in my Office & I introduced them to Mr. Finch. About 4:45 I stopped over to Blachier's Office to see whether I was to be at the speakers table to-night & learned ^{that} I was. Blachier came in a few minutes to tell him his conference with Mr. Watson at the Home - stead on the seating arrangement - he told me that I was not only on the D list but that I was to be on the program & would have to talk. I didn't say anything but I thought that was pretty unfair - I had no time at all.

to prepare anything - I got out some of my old notes & took them home with me. Mary stopped by at 5:00 to me. She had Diane Starbuck with her - we drove Diane up to the Homestead - saw Frances & Jim Stern with their new Dodge - they were just arriving from Endicott. Came home & got dressed for the big occasion - I did a lot of thinking about what I would say in my response. I'll have to admit this & having to speak sort of spoiled the occasion for me. Mary got some supper for Babz & Mary Lou & then left them up ~~stairs~~ - we drove on to the Country Club at 6:20 - The dinner was scheduled to start at 6:30 but we were about 10 minutes late getting started. I helped Van Gordon & Blackwell line up those to be on the dais. Mac Almon & I were end men - Mac was at one end & I at the other. The whole affair went off very well - Perry Starbuck did a swell job as chairman - he has a good voice & manner - not quite as verbose however as Orton. Dwayne sent a message which Perry read. Perry had recovered very well from his thyroid operation - he seemed quite normal this evening. Mr. George Johnson, Pres. of Temple Univ. was ^{main} speaker - he did a good job but not near as polished a speech as I had expected. Mr.

Watson gave his usual inspirational talk & made several significant announcements - one that IBM was looking for another location to build a large manufacturing unit, - second that Mr. Geo. Campbell at Pk had the contract to build a large new building at on Pk. plant. He asked Geo. to stand - I hadn't known he was there until I saw him stand up. Mr. Watson paid Geo. a fine tribute for the work he has done at Plant #2. Both our apprentice representative Dick Yoger & Ray Cram on Gen. Edu. spokesman did fairly well in their talk. The spokesman for the Customer Engineering Classes, Mr. Leibon did a really excellent job. I wasn't at all pleased with my talk, but I received a lot of ~~the~~ compliments on it & Mary seemed to think I did well. I spoke largely extemporaneously & I don't think it a good idea - I'll not try it again unless I get caught like I did this time & I don't expect to get caught again. I spoke to Mr. Johnson after the meeting - all of us at the speakers table had our picture taken with the graduating class after the banquet. I had chance to see Charlie Kirk & ask him for an appointment over the weekend - he told me he would be up next week & I could see him

at the plant. Had a nice chat with Geo. & Alfred Campbell after the banquet. Mary & I came home about 10:45 to see how Babe & Mary Lou were - it was snowing some when we came out of the Club. The first real snow we have had this year. Drove up to the Homestead about 11:00 - Mr. Watson had a little party & a bit to eat with the guests - the usual IBM Yacht Club - however there was no entertainment this time. Mary & I sat at a table with Allo Breeze & his wife, Mrs. & Mr. Syjila of T.C.C., Mrs. Tom Jones, Mrs Edson director of the U.E.H.S. A Choir, & Edna Buchler. I had a chance to get around to some of the other tables & say a few words to my friends of Poughkeepsie. After the dinner party broke up I had a chance to introduce Mary to Tom Watson Jr. & his wife Olive - Mary had never met them before. We had a chance to talk with a lot of the people from Poughkeepsie also a nice chat with Mr. Watson & Mrs. Watson. Got home about 12:30 - To bed 12:45.

11/23/46 SATURDAY:

Partly cloudy to day - got up at 7:30 - hurried around & at 8:15 Mary drove me down to the office - she wanted the car as she had planned a luncheon party at the Homestead

for Mrs. Campbell & some of the girls from Pk. I had a busy morning taking care of the people from Pk who came down to see the plant this morning. Had Bob Edwards arrange for guides. Dave came down & I spent some time with him lining up the outline for the Mgr. by. Program & ^{also the} Schedule for the Program at Pk. I learned that Bally was with Bill Lewis so I called to get an appointment to see him - Dave & I had to wait about a half hour but he finally got in about 5 minutes & we got his approval on the outline. Dave went down the plant with Helen Meade & some of the other folks from Pk. this morning. Mary stopped by the school at 12:15 & took them to the Strand with her & Della Walker. They all had lunch with Mrs. Campbell. Dave & I had lunch at the Captain - met John Skinner in the line - I hadn't seen John in some time - he is still in the Navy - a Lieut. Commander. He ate his lunch with Dave & I - I was surprised to learn that John & his wife were divorced. This afternoon I worked some with Dave on his records of the Gen. Fin. Activity at Pk. he had brought all of his punched cards up & is trying to get them up to date. I had him work some with Barbara Adams. Ray was

Tied up all day at the Homestead handling the transportation of the various guests. Some of our Poughkeepsie people were still around this afternoon. I got my Christmas Card layout from Tony Arnold this afternoon - she sure did a beautiful job on it - it is the most beautiful card we have had yet. Tony gave me some of her ideas as to how it should be fixed up in a folder for the best effect. She is charging me \$5.00 for her work which I think is very reasonable. Dave left for the Homestead about 4:30 - ~~he~~ he planned to stay for the Trophy Dinner & go back with Paul Deuell after the dinner. Dave left this afternoon to go on Utica to see his sister. Mary stopped by for me about 5:10 - she had Mrs. Campbell with her. Mary had the girls back to the house this afternoon after the luncheon at the Homestead. We drove Mrs. Campbell up to the Homestead, stopped on our way out at the IBM Country Club to get Barb & Mary Lou - had them played on the P.A. System - they were down stair in the children's play room. Holt, president of the Club, took me in to see the set-up for the Trophy Dinner - it sure was a beautiful setting - the trophies were all

arranged on shelves back of the Dair - There must have been over a hundred large trophies. Mr. & Mrs. Campbell were planning to attend the dinner. We left Mrs. Campbell at the Homestead & bid her good-bye. Got home about 5:45. Mrs. Kirk called & wanted Barb to come up & have dinner with Sally so I drove Barbara up to Kirby. After supper I drove down town & did some shopping. Cancelled the train I had on order at the Hobby Shop - swapped one of my box cars with George for one I liked better. Stopped in to see Halsey Alderman's new place - he was having open house at his big new garage - it sure is a beautiful layout. He was ^{also} having the first showing of the new Frosen & Gayser car. He had one of each in the show window - they were surrounded with bouquets of flowers sent by the various businesses in town wishing Halsey good luck in his new business. Got home about 7:45 - put on my old clothes and went right to work on the basement. Mary helped me some & we put some more Gay-Tite on the walls. It is a big job, we have cut out for ourselves. - Oh Yes!

I called Woody this evening to see how he had made out with the shaker mechanism. His report was not too good - he had made a sketch of the outfit with its setting which he would build & had approached all of the large stores in Binghamton on the proposition of \$50.00 rental a week. None of them objected to the price but they had already spent their money & had made arrangements to their display until after Christmas. It looks like we are a bit too late with it for this year. Woody hasn't given up however, he is now approaching the smaller stores & has one jewelry store that is interested. He thinks he will have to reduce the rental some for the smaller stores. I told him to use his own judgement on what he should get for it but left the percentage at 50-50. I do hope he is able to get it placed for a few weeks - if nothing more than to get some pictures of it & find out how much actual appeal it has so we have something more definite to sell next year. Harry & I finished up what we had started in the basement about 10:45. I worked some on the model freight car - wrote some of these notes & T-5-bed about 12:30. —

11/24/46 SUNDAY:

Partly cloudy & warm to-day. Got up at 8:30 - helped Mary with breakfast. Dame Bibby called & offered to take Barb & Mary Lou to Sunday School. He took them & also Sally Kirk with his girls. I washed the dishes for Mary. Then selected the 3 model box cars. Mary & I dressed & drove down to church about 10:45 - we met Barb, Mary Lou & Sally in the church. We sat down front with them & were quite surprised when Mr. & Mrs. Watson came in and sat right in front of us. There were 4 babies baptized - Bibby had their little Douglas & the Cullen had their baby. Also Roy Lewis - Mr. Watson had some fun playing with the little Lewis baby. Roy used to be Mr. Watson's chauffeur. Rev. Barker gave an excellent sermon, one of the best I have heard. Spoke to Mr. & Mrs. Watson on the way out. Mrs. Watson seemed pleased to see Barb, Mary Lou & Sally. Drove Sally home & stopped in to see Mrs. Kirk but she wasn't home. Shirley was there with Mrs. Conner - she showed us the trophy she had received last night at the Watson Trophy Dinner for the diving championship at the IBM Country Club. She sure was pleased!

Bally and I had to stay for dinner so we stayed in Kirk. — Virginia Bitty had called Mary about my taking some pictures of their baby. I called Dave & arranged to take them this afternoon. After dinner I got on my old clothes & did some more work in the basement. Then Dayton stayed in this room & cleaned my screen & project. — I had to stop my job in the basement about 3:15, clean up a bit & dash over to Bitty's to take the pictures. It was so dull outside I was afraid there wouldn't be enough light from the large bay window so I took a couple of flashlights along. I had to use them too. Virginia was home alone with the baby — he was just 3 months old to-day. She helped me & we took one complete film of pictures — 35 shots. I showed Virginia the older slides I had taken of the kids eating the pumpkin for a job of later. Caroline came back from Kirk about the time I was ready to leave — we rode back to the house with me to play with Mary for. I got into my old clothes again & went right back to work on the play room in the basement — finished putting the Gray-tile on the cinder block partition — it took no much Gray-tile. I didn't have quite enough to finish it. Fran

Hanjin called Mary this afternoon & asked Mary & I to go along over with she & Jim and Edie & Glenn to see Bill Stevens to-night. After supper I finished up washing the floor in the basement - cleaned up a bit & then drove up to Kish for Bab about 7:30. Mrs. Conner had called & asked her to stay for supper with she & Sally since they were going to be alone - as Bab had all her meals but breakfast with Sally to-day. Mrs. Kish was home - had a short chat with her & asked she & the girls to come down next Tues. night. Mary called her later on the phone & asked her for dinner - she wouldn't say yes - I guess she has so many invitations she doesn't know which to accept. About 8:15 Fran & Jim and Edie & Glenn arrived - Glenn was driving his new Dodge. Mary & I rode over to Binghamton with them. I told Jim on the way over about my having a chance to buy a new Super Buick for \$800.00. He thought I was foolish for not trading - he thought it was a good buy. Hearing Jim talk about the car situation got me quite in the idea of trading. We found Bill at home in his little apartment in his laundry clothes. We had

some fun kidding Bill & the girls got kick out of looking over his cute little apartment. Bill plan to get married on Thanksgiving Day. - I told Bill when I left that I sure hate to see that happen but if it had to happen I was glad it had happened to him. For some reason Bill seemed more sedate & reserved than he used to - I guess he is beginning to settle down even before he is married. Left about 10:45 - got home about 11:20. To bed 12:00.

11/25/46 MONDAY:

Cloudy & warm to-day. Up at 7:00, drove down to the office at 8:00 - took Babe & Mary Lou to school. Left the car at the Buick Garage to have a motor tune-up. I inquired of Claude about the new Buick he wanted to sell me last week. He had sold it Friday. He told me he had over a 100 on the waiting list for a new Buick - he also showed me a slip indicating there were 3 new cars ready to leave the factory - one ROADMASTER & 2 SUPERS. Claude told me I could have my choice of them if I wanted. He has a dark green SUPER SEDANETTE which appealed to me. I asked him to let me know when it comes in. - I don't know why Claude is so interested in selling

me a new Buick. I asked him about it & he told me he would rather sell a new car to someone who brings their business to him than to someone out of town. — Mr. Kirk was in town today — I saw him for a few minutes this morning about the talk Mac Almon is going to give at the A.S.M.E. meeting. Charlie seemed pleased about it — he approved having it published & asked me to check to see that there is a table reserved at the A.S.M.E. Annual Dinner for IBM. — Saw Charlie Cooney this morning & gave him the Xmas Card layout to photograph. Stopped over to see Blachie & had a session with him on the projected expenses of my dept. Blachie took me to task for telling people the night that he had not told me I would be on the program with a few minutes before 5:50. Blachie said he didn't like it for he had told me early in the week that I might be called on to speak — but that is different from being on the program. At 11:30 I walked down to Buick Garage — got my car & started to drive home — got out on W.M.E. B. in Endwell & it just stalled & stopped. I was very mad — The car worked alright this morning — I took it to the garage & took it in again. Called Eddie & he sent a mechanic right out. I took the car & drove on out to get Mary — she was late as we had to be

to her art class at 12:00 - I let her off at T.C.C. & drove on over to Union & returned the Amplicord I had borrowed from Eddie Marshall. I drove back to the Buick Garage & my car still was not ready. Walked over to our cafeteria for lunch. The price went up to - day. Instead of having a 25¢ special everything in ala-carte. My lunch which would have cost 35¢ cost me 55¢. It is still less than you could get anywhere else. Walked back to the Buick Garage at 1:00 - Eddie was working on the distributor on my car - it had jammed which had caused the trouble. I borrowed Eddie's Buick & drove over for Mary. She left me off at the school & took the car. At 2:00 this afternoon Mar & I had Group 102 in their last session of the current Mgr. Try. Program. I had arranged with Bill Dandison for a demonstration of all IBM products in Room 202. I opened the session & turned the meeting over to Bill - he presented Joe Horne who demonstrated the EAM machine & Charlie Griff who presented the I.T.R. & E.W.M. products. I left the session about 3:00 & rtg. to my office. Met Ben Mose & Dr. Dubois there about 3:15. Ray & I went with them over to see Wally McDowell. Wally called in Ray Cheney, Don ~~the~~ Paine & Bob McKeithen to meet with us & discussed the series of courses which may be offered for the Engineers. We decided to start with a

course in math - & to give a placement test to determine what math is needed. Wally wants all of the courses made as practical as possible. Ben had to get back at 4:00 for a Faculty Meeting so we had a short snappy meeting. I got back to the U.P. Try. Senior in time to close the meeting. Everyone seemed to enjoy the demonstration of IBM Products. I asked each one to let me or we know what they thought of the program. Head manager stayed to tell me & I what we might do to improve the program. Mary stopped by for me about 5:15 - she had Bill & Mary Lou with her. Mary had gotten the car from the garage - she had given Claude Lundeen a ride over to Johnson City. She showed her a SUPER buck roadster just like the one he has coming. Mary liked it a lot - she too seemed to be interested in getting a new Buick. She said Claude couldn't understand how I had her the inside of our car so nice - she also mentioned that Helen Pease had explained it too. After supper I started painting the model box car. About 7:30 I drove down to Church to our Better Brotherhood Meeting - we had about 20 fellow out. Glen Stevenson, our pres., drug in the business part of the meeting. He sure is an old maid when it comes to conducting a

meeting. As a program we had a Forum discussion on the topic "Religion & the Total Man". I served as the moderator - there were four spokesman - Ben Wren on the Mental phase - Ken Dayton on the Physical phase - Gaven Cullen on the Social phase & Rev. Banks on the Spiritual phase. After these 5 min. presents - there which incidently ran until about 10 min. each we had a good discussion period. Refreshments & home about 10:30. Mary had retired - I did some work on model box car - mounted the trucks on one of the cars. To bed 12:45.

11/26/46 TUESDAY:

Very rainy to-day. Got up at 7:00. Drove down to office at 8:00 took Bob & Mary down to school. Had a busy morning - a lot of correspondence to get up to date with. kept both Don & Ralph busy. Mrs. Hayes called from Clear Water Office & told me she had a cancelled appointment I could have at 11:30 if I wanted it. Drove down town about 11:00 - went to the bank & got \$50.00 - did some shopping & at 11:30 stopped down to Dr. Vatis Office. Please put in one small filling for me - didn't even use any novacaine yet he charged me $\$4.00$ - his prices have gone up too I guess. Drove on over to Union Paint Store & got the paint for the job Mary & I have underway in our basement. Got

\$26.50 worth of paint - Crete - color for the front some more
Kay - tile for the walls. Drove on home about 12:15 with
the paint & had lunch with Mary. She ~~was~~ was getting
ready for dinner this evening as she expected Mrs.
Austin & the girls - however Mrs. Austin hadn't let her
know definitely. We got a letter from one of the Miss.
Haworth from England to-day - she was so
pleased to get the pictures I had sent her.
Drove back to the office about 1:30. At 2:00
Mary & I had another Mgr. Tg. Session in Room 202 -
group 3 & 4 - a demonstration of all T&M Products.
I opened the session - Dawson presented Hossie &
Graff. Mary did a well job but ran a little over
time with their demonstration. I adjourned the
session about 4:15. Mary & I met one time going
over the results of the program with some of the
managers. I called Austin & McElwin & got them
lined up for the session to-morrow. At 5:00 I
drove home for dinner. - Mary wanted to go to the
P.T.A. Meeting to-night so she drove me back
to the office at 7:00. I conducted the Mgr. Tg.
Session at 7:15 - Charlie Isban led the discussion
on cost analysis. It was only a fair session.
Mary stopped back for me about 9:15. Turned
home - put on my old clothes & did some
work in the basement. Finished putting the Kay -

Tate on the playroom. Mary did some painting
to keep me company. To-bed 11:30.

